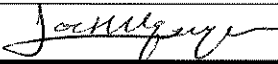
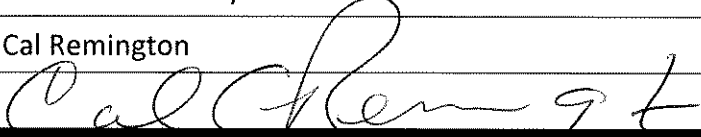
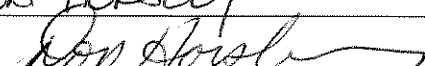


## California's Child and Family Services Review System Improvement Plan

<b>County:</b>	San Mateo County
<b>Responsible County Child Welfare Agency:</b>	San Mateo County Children and Family Services
<b>Period of Plan:</b>	03/06/2013 to 03/05/18
<b>Period of Outcomes Data:</b>	Quarter 4 2011
<b>Date Submitted:</b>	May 23, 2013
<b>County System Improvement Plan Contact Person</b>	
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<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	San Mateo County Children and Family Services
<b>Name:</b>	Loc Nguyen
<b>Signature:</b>	
<b>Submitted by:</b>	San Mateo County Juvenile Probation
<b>Name:</b>	Cal Remington
<b>Signature:</b>	
<b>Board of Supervisors (BOS) Approval</b>	
<b>BOS Approval Date:</b>	May 21, 2013
<b>Name:</b>	Don Forsley
<b>Signature:</b>	

**RESOLUTION NO. 072540**

**BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA**

\* \* \* \* \*

**RESOLUTION AUTHORIZING EXECUTION OF THE SYSTEM IMPROVEMENT PLAN  
FOR THE PERIOD 2013 TO 2018, DESIGNATION OF CHILDREN'S  
COLLABORATIVE ACTION TEAM AS THE COUNTY'S CHILD ABUSE  
PREVENTION COUNCIL AND CHILDREN'S TRUST FUND COMMISSION FOR  
FUNDING RECOMMENDATIONS, DESIGNATION OF THE CHILDREN'S  
COLLABORATIVE ACTION TEAM STEERING COMMITTEE AS THE PROMOTING  
SAFE AND STABLE FAMILIES COLLABORATIVE FOR 2013-2016, AND  
EXECUTION OF THE HUMAN SERVICES AGENCY SUBMISSION OF THE NOTICE  
OF INTENT FORM TO THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES TO  
ADMINISTER THE CHILD ABUSE PREVENTION, INTERVENTION AND  
TREATMENT, COMMUNITY-BASED CHILD ABUSE PREVENTION AND  
PROMOTING SAFE AND STABLE FAMILIES FUNDS**

---

**RESOLVED**, by the Board of Supervisors of the County of San Mateo, State of California, that

**WHEREAS**, the implementation of California State Assembly Bill 636 in January 2004, brought forth a new Child Welfare Services Outcome and Accountability System for California, known as the California Child and Family Services Review (C-CFSR), which is overseen by the California Department of Social Services (CDSS) and Office of Child Abuse Prevention (OCAP); and

**WHEREAS**, the System Improvement Plan, an operational Agreement between the County and State on how the County will work toward improving outcomes for children, youth and families, as well as an analysis of child welfare data as it relates to performance outcomes, completed in collaboration with Juvenile Probation is a mandatory component of the C-CFSR that requires each County's Board of

Supervisors' approval prior to submission to OCAP; and

**WHEREAS**, the County has the responsibility to designate a community entity as the County's Children's Trust Fund Commission, Child Abuse Prevention Coordinating Council, and CCAT Steering Committee as the PSSF Collaborative; and

**WHEREAS**, this Board determines it is in the best interest of the County to approve the SIP so as to remain in compliance with the CDSS comprehensive outcome and accountability process, as articulated in the C-CFSR; and

**WHEREAS**, this Board determines it is in the best interest of the County to designate CCAT as the County's Children's Trust Fund Commission, Child Abuse Prevention Council and the CCAT Steering Committee as the County's PSSF Collaborative.

**NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED** that the President of this Board of Supervisors is hereby authorized to execute the System Improvement Plan (SIP) on behalf of the County of San Mateo, and the clerk of this Board shall attest the President's signature thereto; designate Children's Collaborative Action Team (CCAT) as the County's Children's Trust Fund Commission and Child Abuse Prevention Council; and designate the CCAT Steering Committee as the Promoting Safe and Stable Families (PSSF) Collaborative for FY 2013-2016; and execute the Human Services Agency submission of the Notice of Intent form to the California Department of Social Services (CDSS) to administer the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention and Promoting Safe and Stable Families Funds (CBCAP).

\* \* \* \* \*

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES  
FOR SAN MATEO COUNTY****PERIOD OF PLAN (MM/DD/YY): 02/06/2013 (M/DD/YY) 03/05/2018****DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates Human Services Agency as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates Human Services Agency as the local welfare department to administer PSSF.



**FUNDING ASSURANCES**

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute<sup>1</sup>:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

 County Board of Supervisors Authorized Signature	 Date
<u>Don Harsley</u> Print Name	<u>President</u> Title

<sup>1</sup> Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at: <http://www.dss.cahwnet.gov/cfsweb/PG2287.htm>

## System Improvement Plan (SIP) Required Core Representatives and Recommended Representatives

Participants June to November 2012

Name	Job Title	Agency / Department
Becky Arredondo	Human Services Manager	Human Services Agency, Children and Family Services
Martin Barrett	Probation Officer	Juvenile Probation
Amabel Baxley	Social Work Supervisor	Human Services Agency, Policy, Planning, and Quality Management (PPQM)
Marsha Beaman	Social Work Supervisor	Human Services Agency, Children and Family Services
Gary Beasley	Human Services Manager	Human Services Agency, Children and Family Services
Natasha Bourbonnais	Social Work Supervisor	Human Services Agency, Children and Family Services
Patricia Bresee	Court Commissioner	Superior Court of San Mateo County
Mieke Bryant	Social Worker Supervisor	Human Services Agency, Administration and Information Services
David Cherniss	Juvenile Mediation Program Manager	Superior Court of San Mateo County
Ventura Cortez	Training Coordinator	Bay Area Academy
Pat Darro	Representative	Court Appointed Special Advocates (CASA)
Ayse Dogan	Social Work Supervisor	Human Services Agency, Children and Family Services
Kerry Doyle	County Liaison	Judicial Council of California, Administrative Office of the Courts (AOC)
John Echarte	Social Worker Supervisor	Human Services Agency, Children and Family Services
Anessa Farber	Management Analyst	Juvenile Probation
Stuart Forrest	Chief Probation Officer	Juvenile Probation
Cindy Famero	Parent Representative (CWS)	Human Services Agency, Children and Family Services
Don Franchi	Family Law Judge	Superior Court of San Mateo County
Marnita Garcia-Fulle	Management Analyst	Human Services Agency, Financial Services
Sofia Gomez	Management Analyst	Human Services Agency, Financial Services

Carole Groom	Supervisor	Board of Supervisors – District 2
William Harven	Management Analyst	Human Services Agency, Business Systems
Korena Hazen	Agency Liaison	California Department of Social Services (CDSS)
Darlene Hill	Training Specialist	Bay Area Academy
Rod Hsiao	President of the Board of Education	San Mateo County Office of Education (SMCOE)
William Huffman	IT Analyst	Human Services Agency, Business Systems
Beverly Beasley Johnson	Agency Director	Human Services Agency
Steve Joy	President of the Board of Directors	Court Appointed Special Advocates (CASA) of San Mateo County
Laurel Laran	Social Work Supervisor	Human Services Agency, Children and Family Services
Jessica Light	Management Analyst	Human Services Agency, Policy, Planning and Quality Management (PPQM)
Wanda Louis		Parent/Consumer
Melissa Lukin	Executive Director	Community Overcoming Relationship Abuse (CORA)
Mike Massoni	Chief of Police	South San Francisco Police Department
Patricia Milijanich	Executive Director	Court Appointed Special Advocates (CASA) of San Mateo County
Bonnie Miller	Juvenile Defender	Pacific Juvenile Defender Center
Lisa Molinar	Consultant	Shared Vision Consultants
Guillermo Morantes	Member of the Board of Directors	San Mateo County Office of Education (SMCOE) – Area 1
Pravin Patel	Human Services Manager	Human Services Agency, Children and Family Services
Reshmina Prasad	Member	California Youth Connection, Legislative Committee, Foster Youth
Gina Quiney	Legislative Aide	Office of San Mateo County Supervisor Carole Groom
Monica Rands-Preuss	Program Coordinator	Superior Court of San Mateo County, Family Law Alternate Dispute Resolution (ADR) Program
Roy Romero	Probation Services Manager	Juvenile Probation

Alba Rosales	Probation Services Manager	Juvenile Probation
Rebecca Ross	Juvenile Defender	Pacific Juvenile Defender Center
Marissa Saludes	Human Services Analyst	Human Services Agency, Children and Family Services
Theresa Sanchez	OCAP Consultant	CDSS Office of Child Abuse Prevention (OCAP)
Bill Smith	CFS Attorney	County Counsel
Victoria Smith	Social Work Supervisor	Human Services Agency, Children and Family Services
Paul Sorbo	Deputy Director	Behavioral Health and Recovery Services (BHRS) - County Health Department, County Mental Health, Alcohol and Other Drugs
Linda Symons	Probation Services Manager	Juvenile Probation
Jenell Thompson	Management Analyst	Human Services Agency, Children and Family Services
Deborah Torres	Director of Collaborative Community Outcomes	Human Services Agency
Sheryl Uyan	Social Worker	Human Services Agency, Quality Assurance
Melissa Viscarra	Group Facilitator	Edgewood Center for Children and Families
Renee Vorrises	Educational Liaison	Human Services Agency, Children and Family Services
Regina Wilson-Henry	Deputy Chief of Supervision Services	Juvenile Probation
Donna Woche	Human Services Manager	Human Services Agency , Administration and Information Services
Kathryn Yolken	Juvenile Defender	Pacific Juvenile Defender Center
Renee Zimmerman	Executive Director	Child Abuse Prevention Council/CCTF
Lauren Zorfas	Principal Attorney	Law Offices of Lauren Zorfas
Focus Groups as indicated on page 23		Resource Family



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## **A. The System Improvement Plan (SIP) Narrative**

### *Background*

#### **Child and Family Services Review (CFSR)**

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services (HHS) to review state child and family service programs' conformity with the requirements in Titles IV-B and IV-E of the SSA. In response, the Federal Children's Bureau initiated the Child and Family Services Reviews (CFSR) nationwide in 2000. It marked the first time the federal government evaluated state child welfare service programs using performance-based outcome measures in contrast to solely assessing indicators of processes associated with the provision of child welfare services. California was first reviewed by the Federal Health and Human Services Agency in 2002 and began its first round of the CFSRs in the same year. Ultimately, the goal of these reviews is to help states achieve consistent improvement in child welfare service delivery and outcomes essential to the safety, permanency, and well-being of children and their families.

#### **California Child and Family Services Review (C-CFSR)**

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. The goal of the C-CFSR is to establish and subsequently strengthen a system of accountability for child and family outcomes resulting from the array of services offered by California's Child Welfare Services (CWS). As a state-county partnership, this accountability system is an enhanced version of the federal oversight system mandated by Congress to monitor states' performance, and is comprised of multiple elements.

#### **Quarterly Outcome and Accountability Data Reports**

The California Department of Social Services (CDSS) issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track performance over time. Data are used to inform and guide both the assessment and planning processes, and are used to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order to improve service delivery. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate. Information obtained can be used by program managers to make decisions about future program goals, strategies, and options. In addition, this reporting cycle is consistent with the notion that data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity for the purpose of quality improvement.

#### **County Self-Assessment and Peer Review**

The County Self-Assessment (CSA) is a comprehensive review of each county's Child Welfare Services and affords an opportunity for the quantitative analysis of child welfare data. Embedded in this process is the Peer Review (PR), formerly known as the Peer Quality Case Review (PQCR). The design of the PR is intended to provide counties with issue-specific, qualitative information gathered by outside peer experts. The information garnered through intensive case worker interviews and focus groups helps to illuminate areas of program strength, as well as those in which improvement is needed.

In June 2012, San Mateo County completed its Peer Review. Though San Mateo County Children and Family Services (CFS) retains overall accountability for conducting and completing this assessment, the process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and juvenile probation services provided within the county. The CSA is developed every five years by the lead agencies in coordination with their local community and prevention partners, whose fundamental responsibilities align with CWS' view of a continual system of improvement and accountability. The CSA includes a multidisciplinary needs assessment to be conducted once every five years, and requires Board of Supervisors (BOS) approval. Largely, information gathered from both the CSA and the PR serves as the foundation for the County System Improvement Plan.

### **System Improvement Plan**

Incorporating data collected through the PR and the CSA, the final component of the C-CFSR is the System Improvement Plan (SIP). The SIP serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth, and families. Quarterly county data reports, quarterly monitoring by CDSS, and annual SIP progress reports are the mechanism for tracking a county's progress. The SIP is developed every five years by the lead agencies in collaboration with their local community and prevention partners. The SIP includes specific action steps, timeframes, and improvement targets and is approved by the BOS and CDSS. The plan is a commitment to specific measurable improvements in performance outcomes that the county will achieve within a defined timeframe including prevention strategies. Counties, in partnership with the state, utilize quarterly data reports to track progress. The process is a continuous cycle and the county systematically attempts to improve outcomes. The SIP is updated yearly and thus, becomes one mechanism through which counties report on progress toward meeting agreed-upon improvement goals.

In addition to this narrative, the San Mateo County 2013 - 2018 System Improvement Plan (SIP) report includes two parts as prescribed:

Part I – This section of the SIP includes the CWS/Probation narrative, the SIP matrix and the Child Welfare Services Outcome Improvement Project (CWSOIP) narrative. This section of the SIP explains the basis for how outcomes targeted for improvement and program development were selected by Child Welfare Services and Probation for the 2013-2018 SIP. The matrix specifically outlines the outcome improvement goals, strategies, action steps, timelines and person responsible for the strategy.

Part II – This section focuses on community child abuse prevention efforts and includes the CAPIT/CBCAP/PSSF narrative and five year plan to meet the requirements for counties seeking CAPIT/CBCAP/PSSF funds administered through OCAP.

This SIP process would not have been possible without the assistance and contributions of all stakeholders that participated in any or all of the activities that informed this process. A complete list of all SIP participants is included in this report. As required, the 2013-2018 County SIP and CAPIT/CBCAP/PSSF 5-Year Plan is being submitted to the Board of Supervisors (BOS) for approval prior to the final submission to the CDSS. Board approval verifies that public, private and community partners were involved in the development of these reports.

*A.1 SIP Process* In an effort to ensure continuous quality improvement for children, youth, and families in the child welfare and juvenile probation systems, San Mateo County conducted its Peer Review (formerly PQCR) from June 25, 2012 to June 28, 2012.

Throughout the planning and the Peer Review (PR) event itself, San Mateo County was committed to the principle that the PR is an informative process that assists in drilling more deeply into practice areas which address the needs of the children, youth, and families they serve. This commitment led to the desire to learn more about two areas:

- CFS examined placement stability of children in its care.
- Juvenile Probation examined timely reunification.

In an effort to gain knowledge from county peers, staff from San Francisco, Alameda, Marin, San Mateo, Los Angeles, Sacramento, and Santa Cruz counties were invited to participate on interview teams and provided insight and recommendations on child welfare and juvenile probation practices. These counties were selected due to their excellent outcomes in these areas or because of promising practices that had been observed by San Mateo County CFS staff.

In April 2012, San Mateo County initiated the County Self Assessment (CSA) process to evaluate the effectiveness of child welfare services as well as of the OCAP funded prevention services provided to families in our community. A group of stakeholders came together including agency staff from Child Welfare Services and Probation, community partners, stakeholders, and partners from the California Department of Social Services. The charge to the group was to review and analyze performance data, identify strengths and challenges, and offer recommendations.

The CSA process consisted of discussion regarding county demographics; participation rates in child welfare and probation; safety, permanency and well being outcomes; public agency collaborations; and service array and agency responsiveness to the community. It was viewed through the lens of prevention, intervention, and treatment across the continuum of care.

In October 2012, the System Improvement Planning process was initiated. An internal meeting was conducted with staff to review the PR and CSA information and outcomes for inclusion in the SIP. Each outcome that had been identified for inclusion in the SIP was discussed to identify strategies. This information was taken back to the agency and a process was utilized to further hone the strategies to be included

in this plan. Data was used in the PR, CSA and SIP to inform the processes.

The data used for the CSA was obtained from the AB636 Quarter 4 2011. Data was also extracted from the following resources:

The Center for Social Services Research: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C (2009). *Child Welfare Services Report for California*. Retrieved June 2010, from University of California at Berkeley Center for Social Services research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

*A.2. Selection of Outcomes Needing Improvement* CDSS recommends that counties choose three to four outcomes or systemic factors for specific improvement strategies in the SIP. All of the other outcomes that are not listed in this plan will continue to be monitored by both our agency and the California Department of Social Services at least quarterly. If a concerning situation arises, a plan will be put in place quickly to address that outcome. It should be noted that a specific strategy, although listed in one specific outcome area can affect numerous outcomes. For example the strategy of Family Finding and Engagement, while listed with the outcome "placement stability" will also impact "timely reunification", "timely adoptions", and many other outcomes.

Our county chose the following outcomes to focus on for our 2013-2018 SIP:

***Child Welfare:***

- C1.3: Reunification within 12 months (6 month entry cohort)
- C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)

***Probation:***

- C1.3 Reunification within 12 months (entry cohort)

The goal for each of these outcomes is to meet the Federal Standards by 2018.

*A.3 Current Activities in Place or Partially Implemented* The following strategies were implemented during the prior SIP.

- S1.1 No Recurrence of Maltreatment
  - Assist families to improve parenting skills and capacities.
  - Provide training to parents as preventive measures to strengthen and preserve at-risk families or as a response to prevent the recurrence of child maltreatment either in intact families or

families with children in out-of home care.

- Provide home visiting programs which has been found to be a promising intervention modality for young children.
- Discern the differences between families with existing child maltreatment histories and those without in early prevention programs to ensure families get tailored services.
- Implemented home visitation and Project *Safecare*, which demonstrated improvement in specific child welfare outcomes.
- In prevention programs, provide identification or relevance of program objectives for the child welfare population and how these objectives are specified.

#### C1.4 Reentry after Reunification

Improve assessment of family needs to create accurate service plans, as well as improving assessment and decision making at the point to reunify families.

- Implement Family maintenance services that focus on addressing problems that led to the child's involvement in Child Welfare in the first place and are focused on effecting long-term changes in family functioning that will prevent subsequent involvement.
- Provide continuing services after closing the case. Aftercare services can help support families after reunification. Providing concrete assistance such as housing, transportation, or financial assistance may help prevent re-entry. Services in the community should match the needs and demographic characteristics of the community.
- Adopt practices with strongest evidence of effectiveness in the areas of substance abuse, mental health, and domestic violence services.
- Adopt evidence-based approaches to working with youth and families such as school-based wrap-around services.

#### C3.1 Exits to Permanency

- Implement concurrent planning for older youth in the system.
- Prepare youth for permanency such as connecting foster youth with youth who have achieved permanency.
- Provide individual and group therapeutic and educational interventions to help youth understand their lives and plan for their futures.
- Identify and track potential family connections already known to the youth.
- Involve caregivers in case planning such as the use of family decision making.
- Reassure youth of their power in the process of developing safety plans and providing individualized education.
- Encourage treatment/residential facilities to participate in planning for the child's future by recommending that each child

has at least one visiting resource family, to assist the youth in informing relationships outside the facility. Recruit, train and pay young people who have been adopted as adolescents to serve as peer mentors or case consultants in adolescent cases.

- Ensure financial resources and meaningful supportive and treatment services must be available to youth and their families once a permanent placement has been identified.
- Employ at least one adolescent permanency specialist who has training on how to communicate with youth about adoption and permanence.
- Consider cultural competence, adolescents' sense of identity, and preference regarding racial/ethnic make up of potential family and/or ability to keep the child connected to his or her heritage should be considered.
- Incorporate the monitoring and measuring of permanency interventions into each agency's case review and quality assurance programs, and develop programs when not already in place.

In the area of adoption, several strategies identified include:

- Get to know the children so one can discuss the strengths, interests, personalities, and challenges of the children with the prospective families.
- Fully research the child's life by searching for relatives, caretakers, teachers, or family friends who may be available as a foster or adoptive resource.
- Support families on an individualized basis and developing relationships with specialized agencies to help address adoptive families' unique needs.
- Provide resource families with a great deal of ongoing support, time, patience, respect, and enthusiasm from their workers.

One key strategy that leads to permanency is early identification of relatives and non-relative extended family members as a permanent option, or at the very least, a permanent connection for the child.

Others include:

- Involvement of absent parents
- Kin should have accurate information in terms of legal custody, legal guardianship and adoption options as early on in the process as possible.
- More universal screening policies, training, supports and services, qualification requirements and benefits to both kin and non-kin, with special consideration to the unique circumstances of kinship providers.
- Establish minimum standards to ensure quality care is provided but not as stringent as standards for non-kin
- Consideration of factors that result in kin being automatically

disqualified due to past felony. Factors should include severity, when it happened, rehabilitation, etc.

- Pre-placement meeting should include children, kin, and birth parents to discuss child's needs and each party's expectations.
- Identification of service needs including daycare, support for special needs of child, support groups and counseling for caregiver and child, training, tutoring, medical insurance and clothing.
- Development of specialized, less stringent approval process for kin adoption.
- Providing higher level of financial and social support services to children and their kinship families.

#### C4.1 Placement Stability

- Assessment of child and ability of potential caregiver to meet a child's needs can lead to better matching and improved placement stability. Team Decision Making (TDM) meetings can be used in accurately assessing child's placement needs as well as making decisions about where to place the child.
- Recruitment and outreach to increase the number of available foster parents, specifically child-specific recruitment efforts and connecting with faith-based communities.
- Increased family finding efforts to identify more kin providers.
- Continued support and evidence-based training for foster and kin providers.
- Use of evaluation tools, screening tools, and surveys to monitor placements.

#### *A.4 Contribution to the State Program Improvement Plan*

San Mateo County's SIP has been created to improve outcomes for children and families within the county. However, it also supports the state's Program Improvement Plan. These include:

##### **1. Expand use of participatory case planning strategies.**

Goal: Increase engagement of children/youth, families, and others in case planning and decision-making processes across the life of the case for safety, permanency, and well-being.

San Mateo's SIP supports this strategy to strengthen the use of TDM meetings throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency.

##### **2. Sustain and enhance permanency efforts across the life of the case.**

Goal: Enhance practices and strategies that result in more children/youth having permanent homes and connections to communities, culture, and important adults.



San Mateo's SIP supports this strategy in two different ways. First, it supports it through the development visitation centers that will be implemented throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Second, the development of a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process supports this permanency strategy. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system.

**3. Enhance and expand caregiver recruitment, retention, training, and support efforts.**

Goal: Improve caregiver support strategies and augment educational/training curriculum.

San Mateo's SIP will support this strategy through probation's enhancement of Family Finding efforts and permanency planning by engaging extended families while the youth is in care.

**4. Sustain and expand staff/supervisor training.**

Goal: Increase educational and training opportunities for staff and supervisors towards activities identified in the SIP.

San Mateo's SIP supports this strategy throughout all of its strategies. In each of the strategies, supervisors and staff will be engaged in educational and training opportunities to support the intended goals.

*A.5 Use of Logic Models* Developing a logic model helps to delineate the specific methods by which proposed changes from the SIP will improve performance. Logic Models have been developed for our CAPIT/CBCAP/PSSF programs as part of this process. These internal planning documents will be revised along the process to help inform the strategic planning process.

*A.6 Integration into the CAPIT/CBCAP/PSSF Plan* Stakeholders representing the entire continuum of prevention through services, treatment, and follow up prevention participated in the PR/CSA/SIP planning process and assisted in identifying strategies to be included in to the plan. As a community our focus is to build on the promising collaborations that we have in place to enhance our continuum of services. The use of CAPIT/CBCAP/PSSF and Children's Trust Fund money helps us to do that.

With CAPIT/CBCAP/PSSF funding, HSA provides a myriad of child abuse prevention and intervention services to ensure the health and well-being of children and families. Prevention services designed to keep families from entering the child welfare system include:

- A mentoring program for at-risk youth.
- Child care services allowing birth parents, foster parents, and adoptive parents to attend parenting classes, support groups, and training to increase their ability to care for children who have been abused or neglected.
- Evidence-based parenting classes.
- A cooperative model of pre-school parent involvement and parent education classes that address multiple risk factors for children at risk of abuse and neglect.
- Parent involvement programs to improve student learning and overall educational success.
- Raising awareness of determining families needs, and information shared about what type of prevention resources are available in the community to meet those needs. what type of prevention services may meet their needs. the risk factors for and indicators of child abuse, and the legal reporting requirements.

Other prevention services are individualized to meet the unique needs of children and families such as information and referral services, counseling services, and a moderated chat room and hotline to give teens a forum to discuss healthy relationships and resources.

CAPIT/CBCAP/PSSF funds intervention services designed to help children achieve permanency, such as mindfulness-based rehabilitation classes to incarcerated male and female youth designed to help youth reduce stress, regulate emotional states, identify legitimate needs underlying their negative behaviors, and take responsibility for their actions. The program will aid in building self-awareness, self-respect, and self-control necessary for youth to make healthy lifestyle choices and ensure successful re-entry into their communities.

## **B. Peer Review Executive Summary**

In an effort to ensure continuous quality improvement for children, youth, and families in the child welfare and juvenile probation systems, San Mateo County conducted its Peer Review (formerly PQCR) on June 25, 2012 to June 28, 2012.

Throughout the planning and the Peer Review (PR) event itself, San Mateo County was committed to the principle that the PR is an informative process that assists in drilling more deeply into practice areas which address the needs of the children, youth, and families they serve. This commitment led to the desire to learn more about two areas:

- CFS examined placement stability of children in its care.
- Juvenile Probation examined timely reunification.

In an effort to gain knowledge from county peers, staff from San Francisco, Alameda, Marin, San Mateo, Los Angeles, Sacramento, and Santa Cruz counties were invited to participate on interview teams and provided insight and recommendations on child welfare and juvenile probation practices. These counties were selected due to their excellent outcomes in these areas or because of promising practices that had been observed by San Mateo County CFS staff.

### **Background & Methodology**

In 2011, 4,267 families came into contact with CFS and 294 children were in supervised foster care. Of the 174 children removed from their homes, approximately 85% were removed for neglect-related reasons. Of the 131 who entered foster care for the first time, 54% were age 5 or younger. (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q4 2011 Extract.) These trends have continued. In October 2012, 344 children were in supervised foster care with 89 (26%) being under 5 years old. Of the 135 who entered foster care for the first time, 87% were removed due to neglect. (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q3 2012 Extract.)

In the PR, there were a total of three teams; within each team, there were three members, comprised of:

- 2 staff representing CFS.
- 1 staff representing Juvenile Probation.

CFS selected its cases using the following methodology:

- There was a random selection of 20 cases from 129 child welfare cases that had multiple placements over 24 months in care.
- Factors that were considered in case choices include a balance of age, number of placements, placement type, and assigned worker.
- There were a control group (children with two or fewer placements) and a non-control group (children with three or more placements).

In 2010-2011, Juvenile Probation provided services to approximately 1,400 youth and their families. 200 parents served in formal Juvenile Probation parenting programs. There are currently 34 youth in placement.

The average time to transition home from placement is currently 18 months, while the federal standard is 12 months or less.

The concern is that youth are in placements for too long and are not reunifying back to family in a timely manner. The PR was used to identify general trends and develop a baseline understanding of issues impacting transition success.

Juvenile Probation utilized a convenience sample to select its cases. Cases included successful and unsuccessful outcomes and transitions, as well as the length of stay in placements.

### **Summary of Practice**

The PR is a process that surfaces a large quantity of information which both CFS and Juvenile Probation have attempted to synthesize and organize in the Summary of Practice. Throughout the PR process, learning occurred; promising practices were identified or reinforced and, in some instances, quickly implemented. This section is a summary of the practices that were found in the completed process and is intended to be presented in a manner that concisely explains the trends found throughout the focus groups, interviews, and process debriefs.

### **Child Welfare Services – Placement Stability**

<i>Strengths</i>	<i>Challenges</i>
<b>Case Management and Concurrent Planning</b>	
<p>Social workers are flexible, motivated and knowledgeable about the children and families on their case load.</p> <p>Children are placed with family/relatives regularly.</p> <p>Children are placed with siblings, which is a value of CFS that has created stability.</p>	<p>Due to budget cuts, there are limitations for support staff to assist with transportation, which falls to the social worker to complete.</p> <p>If a child is placed with a relative, there is frequently no concurrent plan in place, regardless of whether that relative was willing to provide permanency.</p> <p>The Court does not place the same emphasis on permanency as the social worker and did not support the social worker's recommendation of concurrent planning/permanency.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Engagement</b>	
<p>Siblings are routinely placed together.</p> <p>Social workers are very engaged with</p>	<p>It is difficult for social workers to engage with the child when placement occurred outside of</p>

<p>everyone on the case, including the family, service providers, collaterals, team, and other individuals involved.</p> <p>Social workers had the flexibility of modifying their schedule to meet the needs of the families.</p>	<p>the county or state.</p> <p>There are language barriers between all parties; biological and foster family; biological family and social worker; and social worker and foster family.</p> <p>The family's immigration status limited its ability to access resources.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Assessment and Services</b>	
<p>There is a strong team of multidisciplinary providers to provide services.</p> <p>The child is able to receive extracurricular activities as part of their services.</p> <p>The social worker is able to access psychological evaluations if warranted.</p>	<p>There are a lack of services and an inability to access them out of the county and out of the state.</p> <p>There are gaps in Medi-Cal coverage when the child is placed out-of-county, impacting their ability to access mental health services consistently.</p> <p>For some families, there is a stigma with receiving mental health services based on their culture.</p> <p>Families are not interested in participating in mental health services with the children.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Caretaker Support and Services</b>	
<p>There is a great natural support for families from their extended family and their church/religious communities.</p> <p>Relatives come forward and want the child to be placed with them.</p> <p>It is the social worker's philosophy that relatives are the first choice in placement and foster homes are the second.</p>	<p>There is limited intra-county and inter-county transportation.</p> <p>Families are unable to commit to permanency due to financial constraints (AAP &amp; KinGAP).</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Placement Changes</b>	
<p>When children are placed early with relatives and have a connection, it may be the only</p>	<p>If the caregiver is unaware of the needs and challenges of the child, it is difficult for them</p>

<p>placement that they need.</p> <p>Siblings placed with their siblings tend to be more stable.</p> <p>When the child and family are included in the placement decision, it strengthens placement stability.</p>	<p>to provide appropriate care.</p> <p>Parents are frequently reluctant to share family information with the social worker.</p> <p>In cases where children are separated from their siblings, the likelihood of the child remaining stable is significantly reduced.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Training</b>	
<p>There are ongoing trainings regarding permanency.</p> <p>Social workers are open to attend trainings.</p>	<p>Social workers attend permanency trainings, but cannot be specific about what the training is about.</p> <p>There is a need for joint training between social workers and the Courts regarding permanency.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Documentation Trends</b>	
<p>Social workers use CWS/CMS on a regular basis.</p> <p>The information in CWS/CMS is very detailed and paints the picture of the family.</p>	<p>There are many documents that are redundant and the social workers do not need more new tools.</p> <p>There is a need for more updated technology, such as iPads and Android devices, for real-time documentation.</p>
<b>Areas needing state technical assistance</b>	
<p>There is a need for immediate access to Medi-Cal from one county to the next.</p> <p>There is a need for assistance around the Interstate Compact on the Placement of Children, (ICPC) as other states are denying placements.</p>	

#### Juvenile Probation Services – Timely Reunification

<i>Strengths</i>	<i>Challenges</i>
<b>Youth and Family Characteristics</b>	
<p>In families where the parents want to reunify with their child, it is seen as beneficial.</p> <p>Keeping the extended family involved in the</p>	<p>When the youth is placed out-of-county, it is difficult for the family to work on reunification.</p>

<p>youth's life is beneficial.</p> <p>The youth maintaining contact with their siblings and continuing their relationship helps in the reunification process.</p> <p>The youth's commitment to rehabilitation is valuable.</p>	<p>When there are significant mental health issues for both the youth and/or the parents, it hinders the ability to create progress.</p> <p>There are significant alcohol and drug issues for both the youth and/or the parents.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Assessment and Case Management</b>	
<p>The program in which the youth was placed provided opportunities for family involvement.</p> <p>The Probation Officer approved three home passes a month and encouraged frequent family contact.</p> <p>The Probation Officer makes face-to-face contact with service providers regularly.</p> <p>The Ansel-Casey online ILP assessment has been found to be a very helpful tool in assisting with case management.</p>	<p>It is a challenge locating and engaging extended family members in the youth's life.</p> <p>The Public Health Nurse (PHN) is frequently the possessor of mental health information while the youth is on psychotropic medication. This disconnect can affect mental health services.</p> <p>If the group home placement is not meeting the youth's needs, then the time to reunification is extended.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Placement Matching/History</b>	
<p>It is found to be helpful when the youth is matched with a placement that is accommodating with transportation and welcomes the family to participate in treatment.</p> <p>When the youth's needs are considered in finding an appropriate placement, it leads to one placement and gives the youth stability.</p> <p>When the Probation Officer was able to visit the youth more frequently, as the youth was placed in close geographical proximity, it allowed for more consistent assessment of youth progress.</p>	<p>When the placement cannot be made in county as there are no placements to meet the youth's needs, it impacts the parent's ability to see the youth, especially during the workweek.</p> <p>The youth's behavioral issues can prolong the need for placement and affect reunification.</p>
<i>Strengths</i>	<i>Challenges</i>

<b>Services</b>	
<p>There is a strong multidisciplinary team (CASA, teacher, and mental health providers) to provide necessary services.</p> <p>The youth is able to receive mental health and substance abuse services while in placement, and are active in receiving and utilizing those services.</p>	<p>A lack of engagement with the biological family prevents effective services being rendered.</p> <p>Families that have an undocumented immigration status are barred from accessing federal and state resources.</p> <p>The Probation Officer is restricted from referring the minor to a group home that would better suit the needs of the child.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Visitation</b>	
<p>Parents and youth continue to have frequent contacts and visits.</p> <p>Visits are consistent and based on the youth's progress in the program.</p> <p>The group home placement assists with transportation to encourage visitation.</p> <p>The group home and probation facilitated hotel accommodations and transportation for visits.</p>	<p>When a youth is placed out-of-county, distance and lack of transportation is an issue to consistent visitation.</p> <p>There is a lack of supervision by parents during home passes that may not help the youth's treatment plan.</p> <p>When the youth is absent without leave (AWOL), visitation cannot occur.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Family Engagement</b>	
<p>The programs the youth are active in engage the family.</p> <p>When the parent located other family members and gave that information to the Probation Officers, it promotes the progress the youth is making.</p> <p>Probation Officers ensure that the fathers are engaged.</p>	<p>The Probation Officer is not aware of any extended family or how to locate or access extended family.</p> <p>There was limited effort made by the Probation Officer to research and find extended family.</p> <p>When the youth is AWOL, they are difficult to engage.</p>
<i>Strengths</i>	<i>Challenges</i>
<b>Reunification</b>	
The youth and parents have a strong desire to	Parents lack suitable housing, such as a shared



reunify. There are post-treatment services for the youth after reunification,	rental, that would allow the minor to return home.  When the youth is constantly AWOL, it affects the time to reunification.
<i>Strengths</i>	<i>Challenges</i>
<b>Training</b>	
Most Probation Officers get on-the-job training and their experience in working with youth over time assists them.  Trainings such as placement CORE, Family Finding, and AB12/212 have been helpful.	Training is needed in understanding how trauma that the youth has experienced may result in acting out behavior and mental health issues.  Training is needed on how to support transitioning youth in returning home or become independent.
<i>Strengths</i>	<i>Challenges</i>
<b>Documentation Trends</b>	
Probation Officers have the ability to access historical information and learn patterns of behavior.  The documentation regarding what services have been offered was adequate.	There is too much paperwork and it is often duplicative.
<b>Areas needing state technical assistance</b>	
There is a need to address the fact that undocumented families are unable to access services, such as housing.  There is a need to provide financial assistance for families to facilitate reunification, such as housing, transportation, and treatment.  There is a need to develop a way to monitor the quality of providers in order to assess the needs of the youth consistently and adequately.	

### **C. County Self-Assessment Executive Summary**

The 2012 County Self Assessment and Peer Review have revealed an array of strengths and challenges for child welfare and juvenile probation in San Mateo County. Through intensive discussions via focus groups and stakeholder meetings during the CSA and Peer Review, San Mateo County has been able to target its outcomes that may be addressed in the upcoming System Improvement Plan.

The following stakeholder meetings and focus groups were held:

- Child welfare workers.
- Child welfare and juvenile probation supervisors.
- Youth.
- Blue Ribbon Commission, with two meetings held.
- Foster and shelter care parents.
- Relative caregivers.
- Prevention agencies.
- Behavioral health agencies.
- Parents of juveniles in probation.
- Group home providers.

The following strengths and challenges were identified via the stakeholder meetings and focus groups:

#### **Strengths**

- Psychiatric social workers located in local community schools with Family Resource Centers (FRCs) on site are helpful because they are connecting families to services. These social workers work under CFS or Prevention and Early Intervention.
- Psychiatric social workers (PSWs) located at FRCs are now integrated into the CFS Division and are providing counseling, support, and education services in the community at FRC sites and specialized child welfare services to CFS clients, as well as additional supportive community services in general.
- FRCs can provide counseling services to children.
- Benefits analysts are helping families with needs-based services, such as Medi-Cal and CalFresh before the family enters the child welfare system.
- Differential response is an effective strategy to prevent families from entering the child welfare system.
- Respite services are available for youth and families through Your House South, located in Redwood City.
- The Bay Area Single Parents Group reaches a large number of single parents who are supportive to one another. The group provides social support, co-op babysitting, and assistance with people needing to move.

- Puente de la Costa Sur provides outreach to Latino families in unincorporated San Mateo County. Puente does an excellent job in providing counseling services, clothing, food, and parenting classes to the community.
- Parents Helping Parents, located in Santa Clara County, provides resources to families of children with special needs. CFS will refer families to their services, even though they are out of county.
- Stanford Hospital provides a variety of parenting classes and support groups that are beyond the Regional Center.
- Improvement in reunification is a result of an increase in flexibility/creativity on the front end of whether to file on a family. CFS is trying to develop ways to keep families out of the child welfare system.
- Social workers can help teach and support the parents when they meet with them.
- The provision of in-home counseling or therapeutic visits from the psychiatric social worker supplements the goal to prevent families from entering child welfare system.
- There is an ongoing belief that there is good communication between the Alcohol and Other Drug's (AOD) treatment programs and CFS.
- Three PHNs work with CFS, and can help families get connected with services.
- The San Mateo County Foster Family Agency is a specialized program that does a lot of therapeutic work with foster homes. The SMC FFA has foster homes accessible when needed.
- Wraparound services allow for cross-agency collaboration between CFS, Juvenile Probation, and BHRS. Turning Points provides services through BHRS/Edgewood Center for CFS and Juvenile Probation youth.
- Therapeutic behavioral services (TBS) are available for youth who are enrolled in therapeutic day school.
- The Fred Finch Youth Centers, located in San Mateo and Oakland (Alameda County), provide wraparound services for youth that are placed out-of-county, but not in a group home.
- CFS and Juvenile Probation have established a very good collaborative. At first, the relationship was difficult, but has definitely improved and is on the upswing. Both agencies have seen a significant amount of change, but the working relationship between CFS and Juvenile Probation is improving.
- Standardized Decision Making (SDM) has strengthened assessments.
- Practices have been adjusted regarding referrals; if multiple referrals (even if unsubstantiated) are received, they are elevated to CFS Management.
- It is observed that resources and programs are making an impact, increasing safety.
- Shifting resources toward the front end, such as SDM at first contact, has been worthwhile for services and support to families.
- The use of DR without the need to go to Court.

- CFS has been working collaboratively with the Court
- It has been observed that CFS has devoted social workers and Juvenile Probation has devoted Officers who work very hard and are held accountable by both their respective agencies and the Court.
- CFS is identifying early on what the needs are for families, as well as the programs to refer them to in order address their needs.
- Probation developed new programs; namely, Camp Kemp and the GIRLS Program.
- At the Receiving Home, making Shelter Care an initial placement for youth is a strength.
- In Juvenile Probation, treatment needs are assessed during the placement process.
- There are ongoing placement reviews in both CFS and Juvenile Probation.
- There is an ongoing Adolescent Collaboration Team with Juvenile Probation.

### **Challenges**

- Caseloads are increasing.
- The Golden Gate Regional Center is denying services to families. Adolescents who have special needs are now being served by CFS, even though the child has special needs or is a youth primarily served by BHRS. There are concerns about whether or not CFS can handle this population of youth.
- There is a lack of available housing for youth.
- There is a lack of enough bilingual and bicultural social workers and service providers.
- CFS social workers are not fully utilizing TDM meetings.
- TDMs are not being used as they were used in the past.
- It is difficult to meet the mental health needs of parents. Edgewood and Star Vista provide short term services, but families often need more than ten sessions. Therapy is available for Medi-Cal eligible families, but is unavailable for privately insured families if the service is court ordered.
- Foster parents are not getting the support that they need from CFS.
- On-call supervision is now mandatory, and is difficult for some. Alternatives need to be considered beyond working from 8am-5pm.
- There is a lack of upfront concurrent planning.
- Diminished community resources.

The following resource and training needs were identified:

### **Resource Needs:**

- In-county foster homes and group homes.
- Affordable housing and child care throughout the county
- Parenting classes; there are no parenting classes offered in the summer season, and there is no longer a parenting class for teenagers via Juvenile Probation

- Juvenile Probation - more bi-lingual, bi-cultural officers
- Transportation for parents to get to services and visits
- Child care services.
- Substance abuse treatment programs for county youth
- After school resources

**Training Needs:**

- CFS needs training on the effects of trauma on children when moved from one placement to another.
- CFS needs training on concurrent planning.
- Juvenile Probation needs training on early Family Finding and Engagement.
- Juvenile Probation needs training around mental health issues, such as Attention Deficit Hyperactive Disorder (ADHD), Bipolar Disorder, Post-Traumatic Stress Disorder (PTSD), among other mental illnesses.
- CFS and Juvenile Probation need training on LGBTQ youth.
- Foster parents need training on sexually abused children.
- The county needs a monthly dialogue with group home providers in order to build collaboration with group homes, the county, and FFAs. There is a training need related to what goes on in a group home setting.

#### D. Summary of Outcomes for inclusion in the SIP

CHILD WELFARE
<p><b>Priority Outcome Measure or Systemic Factor:</b> C1.3: Reunification within 12 months (Entry Cohort)</p> <p><b>National Standard:</b> 48.4%</p> <p><b>Current Performance:</b> According to the Quarter 4 2011 Quarterly extract, of the 56 children who remained in care at 12 months, 21 reunified. This is a 37.5% rate of timely reunification.</p> <p><b>Target Improvement Goal:</b> The county will improve performance on this measure from 37.5% to 50% (28 children), by 2018.</p> <p>Year 1 Goal: Increase by 2% (1 child) from 37.5% to 39.3% (22 children) Year 2 Goal: Increase by 2% (1 child) from 39.3% to 41.1% (23 children) Year 3 Goal: Increase by 2% (1 child) from 41.1% to 42.9% (24 children) Year 4 Goal: Increase by 4% (2 children) from 42.9% to 46.4% (26 children) Year 5 Goal: Increase by 4% (2 children) from 46.4% to 50% (28 children)</p>
<p><b>Priority Outcome Measure or Systemic Factor:</b> C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)</p> <p><b>National Standard:</b> 86.0%</p> <p><b>Current Performance:</b> According to the Quarter 4 2011 quarterly extract, of the 172 children in placement 8 days to 12 months, 140 had two or fewer placements. This is an 81.4% rate of placement stability.</p> <p><b>Target Improvement Goal:</b> The county will improve performance on this measure from 81.4% (140) to 90.1% (155), by 2018.</p> <p>Year 1 Goal: Increase by 1% (2 children) from 81.4% to 82.6% (142 children) Year 2 Goal: Increase by 1% (2 children) from 82.6% to 83.7% (144 children) Year 3 Goal: Increase by 2% (3 children) from 83.7% to 85.5% (147 children) Year 4 Goal: Increase by 2% (4 children) from 85.5% to 87.8% (151 children) Year 5 Goal: Increase by 2% (4 children) from 87.8% to 90.1% (155 children)</p>

## PROBATION

**Priority Outcome Measure or Systemic Factor:** C1.3 Reunification within 12 months (Entry Cohort)

**National Standard:** 48.4%.

**Current Performance:** According to the Quarter 4 2011 Data Extract, of the 10 children, only 2 reunified within 12 months. This is a 20% rate of reunification.

**Target Improvement Goal:** The county will improve performance on this measure from 20% to 60%, by 2018, or 4 children.

Year 1-2 Goal: Increase by 20% from 20% to 40%

Year 3-5 Goal: Increase by 20% from 40% to 60%

## E. Part I - CWS/Probation

### Narrative

#### Child Welfare

STRATEGY 1: Develop a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system. These parent mentors will engage families and partner with them as they navigate the system in order to improve time to reunification. The parent mentors will also serve as the parents' voice within the child welfare system in order to identify areas of system improvement that will ultimately better serve all families and children.

**JUSTIFICATION RATIONALE:** The most permanent and beneficial outcome for any child placed out of his/her home is to be successfully reunited with his/her parents. According to the recent San Mateo CSA, African Americans and Hispanics have the longest time to reunification (9.3 and 8.4 months, respectively, versus the 7.6 month average). (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q4 2011 Extract.) More recently, African American's average time to reunification increased to 11.9 months Hispanics decreased to 3.4 months. This change is most likely due to the relatively small numbers of children in care. (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q3 2012 Extract.)

CFS developed connections with parent partners and mentors who have been successful in the child welfare system. Due to a one-time, limited amount of funding, CFS was able to hire a former birth parent that successfully went through the CFS process as a parent partner in August and September 2010. Although well received, CFS was not able to sustain the position once the funding ended.

In 2010, the Parent Orientation was introduced in San Mateo County. It explains the court process, what to expect, and the resources available to birth parents. The orientation was successfully piloted with an attorney and parent partner present. The orientation was conducted as part of the parenting class offered by CFS. The parents were able to ask questions regarding the role of the attorneys, as well as other court-related questions, and they shared the issues and concerns they had with the parent partner. The pilot was never replicated due to uncertainties in the parenting class which was eventually discontinued due to budget cuts. At this time, it is unclear how many parent partners will be hired. Additionally, this is an independent strategy from the probation department's strategy to recruit parent mentors (see strategy #5).

According to the California Evidence-Based Clearinghouse, *Parent Partner Programs for Families Involved in the Child Welfare System* are defined as programs that include parents with experience in the child welfare system (who may be called veterans, alumni, or other similar



titles) as mentors, advocates, and/or peer support to parents currently involved with the child welfare system. The goals of parent partner programs may vary, but are typically to engage parents more fully in the child welfare case planning and services process; provide information to parents about the child welfare system and their rights and responsibilities; and provide support, modeling, and linkages to assist families in meeting their safety, permanency, and well-being goals.

Although not a part of formal parent partner programs as defined above, parents may also partner with the child welfare system by being advisory members to child welfare system committees and providing a parent's perspective on programmatic and policy development.

New York City Children's Services developed the *Parents as Partners* program to improve their ability to engage parents. By employing parents who have experience with the system as Family Specialists, Children's Services capitalizes on the opportunity to sensitize child welfare staff to the client perspective. In addition, parents coming into the system can connect with Family Specialists who share a mutual understanding of their experience and can actively relate to their situation; Family Specialists provide crucial advice and guidance regarding the expectations of parents and services available to them. The Family Specialists also provide essential feedback that can be utilized to improve the effectiveness of the system.

The Family Specialists work closely with and in support of birth parents with children in foster care and families receiving preventive services. This program improves the agency's ability to:

- Engage parents
- Inform policy and program decision-making
- Enhance training and staff development by providing insight from the perspective of parents to professionals

**EVALUATION:** Track the number of families who engage with a parent partner in an excel or access database and with special project codes within CWS/CMS. Track reunification rates of families who have engaged with a parent mentor.

Describe system changes needed to be addressed that support that improvement plan goal. Funding for hiring parent mentors needs to be identified.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff will need to be oriented to the use of the parent mentor and their role.

Identify roles of the other partners in achieving the improvement goals. Partner with Probation and utilize our prevention funding and our community partners to engage parents in the team decision making model. We will also be partnering for the parent leadership training.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None noted at this time.

**STRATEGY 2:** Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.

JUSTIFICATION RATIONALE: Availability of services has been voiced as a concern when a child is placed outside of the county. Children placed outside of San Mateo County experience delays in arranging and accessing services. Based on a May 31, 2012 point-in-time data review, 34.6% of children in care are placed out-of-county which makes it more difficult to arrange visitation and other services. (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q4 2011 Extract.) Additionally CSA stakeholders reported a barrier to be that visitations between birth parents and their children are inadequate. Visitations are not frequent enough, not natural enough, and it does not support the parents.

Supervised visitation is face-to-face contact between parents and their children in foster care that is scheduled in advance in a neutral setting. This type of visitation maintains parent-child relationships necessary for successful family reunification while maintaining child safety. Visitation can assist in maintaining parent-child and other family attachments, in addition to, reducing the sense of abandonment that children experience during placement as potential benefits of this type of intervention.

According to the California Evidence-Based Clearing House, the *Family Visitation Center* provides supervised visitations and exchanges, in addition to support services such as parenting classes. Visitation services are based on a court order as well as the *Family Visitation Center's* assessment of the level of care needed for each family. The different levels of care are regular supervised visitation, therapeutic supervised visitation, and off-site visitation. Trained staff is present to monitor all interaction between the children and the non-custodial parent(s) and to provide feedback to the parents. Staff also record all parent-child interactions and report back to the Court per court order. To ensure safety of the clients and staff, the *Family Visitation Center* is set up with separate parking facilities, entrances, waiting rooms and staggered arrival and departure times for the custodial and non-custodial parties so the parties never see each other before, during, or after the visit or exchange. The CEBC reviewed this program for its relevance to the area of supervised visitation; however, it is not yet supported by scientific evidence to be given a scientific rating.

Another program reviewed by CEBC out of Nebraska, was *Family Visitation Services*. This is a program run by Visinet, Inc. that provides a safe way for children and parents to have court order supervised visits. Supervised Visitation Specialists, hired by the program, observe and report the interaction between children and the adult they are visiting (i.e., their parents/caretakers/ grandparents, etc.) to the agency. All relevant interaction that takes place between family members is documented and reported. Supervised Visitation Specialists will not provide educational assistance during these sessions, unless there is an identifiable safety concern. Supervised Visitation Specialists will complete two full sessions to observe and document the interventions that are necessary for the family to function, and will not terminate a visit unless a child's safety is at risk. A service assessment will be completed after the two sessions to determine the most appropriate service for the family. If the agency determines that family support is necessary, the program coordinator will contact the case manager and request family support referral and authorization.

Visitation centers will be located outside of the CFS office at community-based organizations and centers. Our goal is to have visitation center locations that are “neutral” meeting places that are familiar to families including churches and other local meeting spaces. The centers will be staffed by trained community members who will also provide neutral support to the families. These connections will create a network of community resources where families can receive services.

EVALUATION: Track families who utilize the visitation center including visit frequency, type of supervision provided, and progress. Monitor reunification outcomes for participating families.

Describe system changes needed to be addressed that support that improvement plan goal. Courts will need to be informed of the new visitation centers.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Staff will need to be trained regarding the referral process and which families are eligible for referral.

Identify roles of the other partners in achieving the improvement goals. Community partners who will open the visitation centers.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None noted at this time.

STRATEGY 3: Strengthen the use of Team Decision Making (TDM) Meetings throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.

JUSTIFICATION RATIONALE: TDM meetings have been in place as a strategy since 2005. However, as noted in the CSA, a number of barriers have arisen in recent years:

- TDM remains to be an underutilized strategy for all case closures.
- Due to increased workloads on social workers as a result of vacant positions, staff reductions, and temporary leaves of absences, there is a lack of usage of TDM.
- Due to the staffing and caseload challenges, TDM facilitators are often the first recruited to assist with ongoing case management services, referrals, or to assist in carrying a caseload.

According to State of California Department of Social Services All County Information Notice 1-31-12 the “two most effective and common methods identified by counties as good practices for improvement in placement stability are Family to Family Interventions and Team Decision Making (TDM) meetings. These two interventions ensure that community and family support systems are in place at the onset of a child welfare case. They also ensure that safety plans are in place for the family. When TDMs are completed at placement change they ensure that the placement of children is in the least restrictive and most appropriate setting, they reduce unnecessary placement moves for children, and assist families with needed support to successfully reunify.”

Since the last SIP, Caucasian children had the highest percentage that experienced two or fewer placements at 64%, followed by Asian children at 59.3%, Hispanic children at 54.6%, and African American children at 44.4%. Children placed with relatives have a better placement stability rate (70.2%), followed by foster home placements (60.6%), and FFA placements (49.3%). Older children are more likely to have lower placement stability, with youth ages 16-17 at a 34.4% stability rate and children 11-15 years with a 44.2% stability rate. (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q4 2011 Extract.)

Placement stability for African American children is showing a downward trend. After meeting the standard in Q4 2008, the placement stability rate has consistently declined. The placement stability rate was highest for Hispanic children. Since the last SIP, the placement stability rate is highest for children 1-2 years (69.2%), followed by 6-10 years (53.6%), 3-5 years (41.3%), 11-15 years (27.9%), and 16-17 years (17.8%). By placement type, children placed with guardians had the highest placement stability rate (63.6%), followed by relatives (39.9%), FFAs (31.5%), foster homes (28.1%), and group homes (9.6%). (Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). Child Welfare Services Reports for California. University of California at Berkeley Center for Social Services Research website, Q4 2011 Extract.)

Currently a TDM is required for every placement move, although the CSA has revealed that the TDM process is not being followed adequately. A data cleanup regimen has been implemented. New codes have been created to delineate among the different types of TDMs that will allow for data collection on performance outcomes in the future. TDM facilitators were trained to accurately enter data in CWS/CMS. It will be easier to track compliance with the expansion of TDM meetings. The plan to address the current issues with TDMs is to hire dedicated facilitators for meetings and to help with logistics.

EVALUATION: Track usage with the new codes that have been developed in CWS/CMS. We will also be doing a formal program evaluation to see if TDMs or another model or combination of models are most beneficial for our cliental.

Describe system changes needed to be addressed that support that improvement plan goal. The County needs to re-orient staff to the usage of TDMS at the initial and closing of cases. Another change is to engage staff to see these meetings as an intervention/planning and not as a crisis response.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Train staff regarding the requirements for using TDMs and how it can be an engagement strategy for families.

Identify roles of the other partners in achieving the improvement goals. Community partners are needed to participate in the teaming process. We will be providing training to community partners on the child welfare and probation systems.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None noted at this time.

## **Probation**

STRATEGY 4: Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care.

JUSTIFICATION RATIONALE: Family Finding and Engagement is a fast-paced process, involving the youth in an age-appropriate manner at every stage of their case. As soon as Probation determines the child is at risk of entering foster care placement, the focus is on finding family (broadly defined through the youth's eyes) and empowering the youth and the youth's family to make the right decisions that provide for permanent relationships with the youth that will be in place long after any court involvement. The more family members who can be found and engaged in case planning, the better the outcomes will be. Through the CSA process, the Probation Department identified the importance of expanding their efforts to identify family for youth in foster care and focus on permanency planning. There is a need to educate staff and families regarding the use of Family Finding for not only placement options but also for long term connections for youth.

To address the challenge of locating/engaging extended family, the Probation Department intends to explore:

- Memorandum of Understanding with Child Welfare to assist Probation with family finding searches
- Developing a policy which identifies staff to obtain the results and how to conduct family finding every six months.
- Training staff to conduct family finding activities

EVALUATION: Track and monitor number of families located through the family finding efforts. Determine if these youth have better reunification outcomes than others for whom families are not located.

Describe system changes needed to be addressed that support that improvement plan goal: A Memorandum of Understanding with Child Welfare which outlines the process for conducting family finding and engagement.

Describe educational/training needs (including technical assistance) to achieve the improvement goals: Staff will need to be trained on the family finding policy and how to engage the youth and family once they have been located.

Identify roles of the other partners in achieving the improvement goals. MOU with child welfare to conduct the family finding search. Training to be provided by an external entity for example the Bay Area Academy or Seneca Center.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None noted at this time.

STRATEGY 5: Partner with Child Welfare to establish a Parent Mentor/ Orientation/Leadership program that will provide support to parents involved with the Juvenile Probation department. This program will provide support to parents and help them navigate the probation system and engage in timely reunification with their youth.

JUSTIFICATION RATIONALE: Although most parent mentor programs in recent years have been enacted in mental health and child welfare systems, it is a logical conclusion that a parent mentoring program in a similar system, probation, would be equally effective. According to the California Evidence-Based Clearinghouse, *Parent Partner Programs for Families Involved in the Child Welfare System* are defined as programs that include parents with experience in the child welfare system (who may be called veterans, alumni, or other similar titles) as mentors, advocates, and/or peer support to parents currently involved with the child welfare system. The goals of parent partner programs may vary, but are typically to engage parents more fully in the child welfare case planning and services process; provide information to parents about the child welfare system and their right and responsibilities; and provide support, modeling, and linkages to assist families in meeting their safety, permanency, and well-being goals. The probation department can research these programs and adopt similar goals for their families.

EVALUATION: Track the number of families who engage with a parent partner in an excel or access database and explore the use of special project codes within CWS/CMS. Track reunification rates of families who have engaged with a parent mentor.

Describe system changes needed to be addressed that support that improvement plan goal: Funding for the program needs to be identified.

Describe educational/training needs (including technical assistance) to achieve the improvement goals: Staff will need to be oriented to the use of the parent mentor and their role.

Identify roles of the other partners in achieving the improvement goals: Assistance from child welfare in partnering to establish the program

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals: NONE

*SIP Matrix*

**CHILD WELFARE**

<b>Strategy 1:</b> Develop a Parent Leadership/Partner Program that employs former birth parents to become mentors for parents who are currently involved in the reunification process. These parent mentors will serve as mentors, advocates and peer support to families who are currently involved with the child welfare system.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C1.3: Reunification within 12 months (6 month entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	X N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
A. Develop goals, target population and core work group for developing the Parent Leadership/ Partner Program.	February 2013 – April 2013	Management Analyst
B. Identify and hire former birth parents as mentors for parents.	April 2013 – June 2013	Management Analyst
C. Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.	June 2013	Management Analyst

<b>D.</b> Train parent mentors regarding child welfare, confidentiality, and boundaries.	June 2013 – July 2013	Management Analyst
<b>E.</b> Launch Parent Mentor Program; track families served through internal tracking system and via CWS/CMS special project codes.	August 2013 – February 2018	Management Analyst
<b>F.</b> Identify outcomes for families served by Parent Mentor program.	August 2014 and annually thereafter	Management Analyst
<b>G.</b> Survey families served by Parent Mentor program and measure satisfaction with mentorship relationship.	August 2014 and annually thereafter	Management Analyst

<b>Strategy 2:</b> Develop visitation centers and implement throughout San Mateo County in order to improve the quality and quantity of visits between parents and children. Visitation centers will be family friendly and engaging to families who utilize its services in order to improve the rates of reunification and improve child-parent relationships.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	



Action Steps:	Timeframe:	Person Responsible:
A. Select contractor(s) and community based organizations to run visitation centers and determine target populations to be served. RFP process has already been completed and the agency is working with contractors.	March 2013	Human Services Manager II
B. Educate staff about visitation centers and referral process and target population to be served.	March - August 2013	Human Services Manager II
C. Launch visitation centers.	March 2013 – February 2018	Human Services Manager II
D. Monitor usage of visitation center, tracking # of families served by centers and impact on reunification rates.	January 2014 and quarterly thereafter	Human Services Manager II

<p><b>Strategy 3:</b> Strengthen the use of Team Decision Making (TDM) Meetings and assess the most effective family engagement model for engaging families throughout the life of a case, from the entry into foster care, during placement changes, and through transition to permanency. Utilize the most effective teaming process to engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification and/or find early permanency.</p>	<input type="checkbox"/> CAPIT	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
A. Identify barriers to fully utilization of TDM meetings and develop strategies for overcoming barriers.	February 2013 – September 2013	Human Services Manager II
B. Re-train staff to use of TDM meetings. Training and strengthening the use of community partners in the process.	October 2013 – December 2013	Human Services Manager II
C. Develop a tracking process and accountability process to ensure full utilization of TDMs.	September 2013 – December 2013	Human Services Manager II

<b>D.</b> Compile semi-annual reports regarding compliance with utilization of TDMs and report to management team.	January 2014 and July 2014 and semi-annually thereafter	Human Services Manager II
<b>E.</b> Simultaneously research and pilot other teaming models to ensure the most appropriate engagement strategies for the unique culture of San Mateo's clients.	January 2013 and ongoing	Human Services Manager II
<b>F. Make any changes that are recommended in teaming methods to engage families.</b>	July 2013 and ongoing	Human Services Manager II

#### PROBATION

<b>Strategy 4:</b> Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care, and/or participating in Family Preservation and WRAP around programs.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C1.3: Reunification within 12 months (6 month entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	X N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>A.</b> Develop a Memorandum of Understanding with Child Welfare regarding the process for requesting family finding searches.	June 2013	Director and PSM

<b>B. Develop Probation policies and procedures for conducting family finding and engagement.</b>	July 2013 –September 2013	Director and PSM
<b>C. Coordinate training for probation staff in family finding and engagement.</b>	October/November 2013	HSA Representative & PSM
<b>D. Begin family finding searches</b>	December 2013	HSA Representative
<b>E. Track number of family members found and link to family reunification outcome</b>	January 2014 and annually thereafter	Placement Staff & PSM

<b>Strategy 5:</b> Establish a Parent Partner program that will provide support to parents involved with the Juvenile Probation department for youth pending placement. This program will provide support to parents and help them navigate the probation system and engage in timely reunification with their youth.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C1.3: Reunification within 12 months (6 month entry cohort)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	X N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>

<b>A.</b> Explore the Parent Partner program that has been implemented by child welfare to determine opportunities to partner on the program, especially in regards to an Orientation for parents to the System.	January 2014 – February 2014	PSM & Placement Staff
<b>B.</b> Develop policies and procedures for Parent Partner program, to include goals and target population for the Program.	February 2014 – April 2014	PSM & Director
<b>C.</b> Introduce Parent Mentor Program to staff and educate staff about referral process and target population to be served.	May 2014	HSA Representative & PSM
<b>D.</b> Coordinate training for probation staff in the Parent Mentor Program.	May 2014	HSA Representative
<b>E.</b> Launch Parent Mentor Program; track families served through internal tracking system and explore the use of CWS/CMS special project codes.	June 2014	PSM & Probation Management Analyst
<b>F.</b> Identify outcomes for families served by Parent Mentor program and survey families served by Parent Mentor program and measure satisfaction with mentorship relationship	January 2015 and annually thereafter	PSM & Probation Management Analyst

### **CWS OIP Funds**

CWSOIP fund will be used to support our Differential Response Program. Differential Response provides earlier and more meaningful responses to emerging signs of family challenges so child welfare agencies can mobilize resources to help families before problems escalate. This is a change from the traditional child welfare system where a majority of hotline calls did not receive substantive services because the referral did not meet legal standards of abuse or neglect.

Differential Response has four primary goals:

1. Increased safety and protection of children referred to child welfare services.
2. More children maintained safely in their home with community services and support, and fewer children involve in the child welfare system.
3. Greater family and community understanding and commitment to the protection of children.
4. Increased fairness and equity for all families referred to the child welfare system.

To address the increasing needs of families in San Mateo County, we have expanded our partnerships with community organizations to offer these vital services. Services are provided by 2 community partners who are able to meet the regional needs of our residents.

Differential Response supports Outcome S1.1 – No recurrence of Maltreatment.

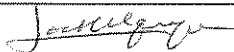
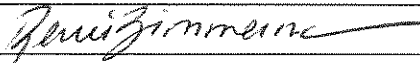
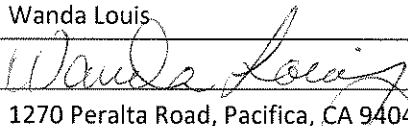
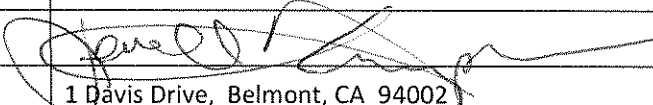
### **Probation OIP Funds - Lack of Funds**

Probation OIP funds support identified performance outcomes for timely reunification and children transitioning to self sufficient adulthood. The following services will be provided to youth and their families where appropriate depending on the funds continuing to be received:

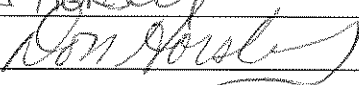
- Continue to provide for ongoing training, software improvements and further development of business policies and protocols for a validated risk-needs assessment and case planning tool used to adequately determine youth needs, and facilitate appropriate, least-restrictive placements.
- Provide family reunification services with children in placement including transportation, food and lodging for visits to the placement by the family or transportation for visits home by the minor.
- Facilitate youth's independence by providing independent living resources (e.g. clothing for employment, book and other academic supplies) and general support in permanency planning.
- Provide aftercare and re-entry resources (e.g. vocational classes, Finance tutoring, academic tutoring, Pro-social mentoring, family partnering), to improve successful youth integration into family care and communities.

**Activities to include if funding becomes available:**

1. Funds for visitation centers out of county - it was identified in the Peer Review and CSA process that a barrier to reunification is the long distance that families need to travel to visit with their youth. One recommendation was the establishment of visitation centers out of county, possibly half way between the placement and the family to make it easier on families to visit with their youth. The placement could meet the parents half way. This strategy would take creative programming and partnering with other counties.
2. Group home monitor - it was identified in the Peer Review and CSA process that a barrier to reunification is the programming of some group home placements. A group home monitor would be used to assess the appropriateness of the treatment program for youth, to determine if reunification could occur in a more timely manner. The group home monitor would also be responsible for developing new relationships with group homes and supporting the placement officer.

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	03/06/2013 to 03/05/2018
Date Submitted:	
Submitted by:	<b>Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs</b>
Name & title:	Loc Nguyen, Director of Children and Family Services
Signature:	
Address:	1 Davis Drive, Belmont, CA 94002
Fax:	(650) 592-3056
Phone & E-mail:	(650) 802-3390 lhnguyen@co.sanmateo.ca.us
Submitted by:	<b>Child Abuse Prevention Council (CAPC) Representative</b>
Name & title:	Renee Zimmerman
Signature:	
Address:	223 Alameda de las Pulgas, Redwood City, CA 94062
Fax:	650-556-9503
Phone & E-mail:	650-556-9503 reneezimmerman@yahoo.com
Submitted by:	<b>Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)</b>
Name & title:	Wanda Louis
Signature:	
Address:	1270 Peralta Road, Pacifica, CA 94044
Fax:	n/a
Phone & E-mail:	650-359-3709, n/a
Submitted by:	<b>PSSF Collaborative Representative, if appropriate</b>
Name & title:	Jenell Thompson, Human Services Management Analyst
Signature:	
Address:	1 Davis Drive, Belmont, CA 94002



<b>Fax:</b>	(650) 592-3056
<b>Phone &amp; E-mail:</b>	(650) 802-6514      JLThompson@co.sanmateo.ca.us
<b>Submitted by:</b>	<b>CAPIT Liaison</b>
<b>Name &amp; title:</b>	<b>Jenell Thompson</b> , Human Services Management Analyst
<b>Address:</b>	1 Davis Drive, Belmont, CA 94002
<b>Fax:</b>	(650) 592-3056
<b>Phone &amp; E-mail:</b>	(650) 802-6514      JLThompson@co.sanmateo.ca.us
<b>Submitted by:</b>	<b>CBCAP Liaison</b>
<b>Name &amp; title:</b>	<b>Jenell Thompson</b> , Human Services Management Analyst
<b>Address:</b>	1 Davis Drive, Belmont, CA 94002
<b>Fax:</b>	(650) 592-3056
<b>Phone &amp; E-mail:</b>	(650) 802-6514      JLThompson@co.sanmateo.ca.us
<b>Submitted by:</b>	<b>PSSF Liaison</b>
<b>Name &amp; title:</b>	<b>Jenell Thompson</b> , Human Services Management Analyst
<b>Address:</b>	1 Davis Drive, Belmont, CA 94002
<b>Fax:</b>	(650) 592-3056
<b>Phone &amp; E-mail:</b>	(650) 802-6514      JLThompson@co.sanmateo.ca.us
<b>Board of Supervisors (BOS) Approval</b>	
<b>BOS Approval Date:</b>	May 21, 2013
<b>Name:</b>	Don Horsley
<b>Signature:</b>	

## G. CAPIT/CBCAP/PSSF Plan

*G.1 CAPC Description* San Mateo County's child abuse prevention council (CAPC) is the Children's Collaborative Action Team (CCAT), an independent collaborative designated by the County Board of Supervisors which functions as an advisory, advocacy and education board. CCAT is comprised of public sector and non-profit representatives as well as parent consumers/former consumers. CCAT participates in the oversight of the Promoting Safe and Stable Families (PSSF) funding, the Community-Based Child Abuse Prevention (CBCAP) and the Child Abuse Prevention, Intervention, and Treatment (CAPIT) funding. CCAT is additionally funded by birth certificate and Kids Plate fees and miscellaneous grants and donations. Human Services Agency (HSA) serves as the CAPC's fiscal agent.

CCAT provides leadership to prevent child abuse by advocating and coordinating resources and raising community awareness through education and training. CCAT's goal is to facilitate an accessible and integrated community-based, family-centered system of care for children, youth and families in San Mateo County.

The CCAT Liaison, Coordinator and members understand the importance of advocacy, community awareness and coordination of preventative education/outreach services. CCAT serves as a clearing house for prevention resources for the entire community; provides a forum for interagency cooperation and coordination in preventing, detecting and treating child abuse; raises awareness through social marketing campaigns about the prevention of child abuse and neglect; and serves as a unified voice to influence public policy decision for prevention funding, policies and innovative programs focused on reducing the incidence of child abuse and neglect.

CCAT meets monthly and is chaired by a Coordinator, who is also involved in the planning and implementation of CCAT events and in the distribution of information and education material to the membership. Meetings include updates on Federal and State Child Abuse Prevention and presentation/trainings on a wide variety of related topics. All CCAT meetings are open to the public. Service providers are required to attend.

### **CAPC Funding = \$26,251**

- CBCAP= \$3,273
- PSSF FS= \$9,250
- CCTF (AB2994) = \$13,728

- G.2 Promoting Safe and Stable Families (PSSF) Collaborative* The CCAT Steering Committee acts as the PSSF Collaborative. In its role as PSSF Advisory Collaborative, the steering committee reviews progress toward PSSF performance outcomes and provides oversight of funding.
- G.3 County Children's Trust Fund (CCTF) Commission, Board, or Council* The Children's Collaborative Action Team (CCAT) is designated as the County Children's Trust Fund (CCTF) Commission. Both CCAT and San Mateo County Human Services Agency-Children and Family Services are responsible for collecting County Children's Trust Fund information and it is published in the CCAT Annual Report which is completed by the CCAT Coordinator. This report is available on a public website at <http://smcccat.org/pdfs/pdfs2013/2011-2012-CCAT-AnnualReportFinal.pdfreport>
- G.4 Parent Consumers* We will be actively pursuing parent participation in our child abuse prevention and intervention strategies and services and we are committed to involving parents/consumers whenever possible in major planning efforts and to participate on subcommittees. We will offer parents/consumers stipends or child care in order to attend meetings. Parents have been interviewed as part of our site visit monitoring process and a birth parent was a member of the SIP/OCAP Five-Year Plan Oversight Committee. Parents are also invited to attend presentations/trainings conducted at CCAT monthly general membership meetings. A main focus area of our recent CSA and upcoming 5-year SIP is to strengthen the leadership role parents and former consumers have in informing practice and advocating for their peers. We will explore and evaluate best practice model for developing a Parent Mentor Program that employs former birth parents to become mentors for parents who are currently involved in the system and who can work with customers of our Community Child Abuse Prevention Programs to guide parents and families who are at risk for becoming involved with the system.
- G.5 The Designated Public Agency* San Mateo County Human Services Agency, Children and Family Services and Administration, have been designated by the Board of Supervisors as the designated public agency. CFS Staff and Administration will monitor all contracts, budgets, and coordination of service delivery as well as data collection and preparing annual reports and outcomes evaluation.
- G.6 The Role of the CAPIT/CBCAP/ PSSF Liaison* The CAPC Liaison is responsible for oversight of the Request for Proposal (RFP) process, scheduling and chairing the Applicant Information Conference, and recruitment of the Proposal Review Panel; for program coordination, contract monitoring, data collection, and fiscal compliance once contractors have been selected; preparation of the OCAP annual report; and outcomes evaluation.
- The Liaison attends CCAT fiscal budget meetings, authorizes payment to contract providers and develops and negotiates contracts with selected

providers. This role is not limited to contract management. The Liaison takes an active role on the CCAT Steering Committee and works with the CAPC Coordinator to disseminate prevention information within the County.

The Liaison manages the coordination of activities related to Child Abuse Prevention and Intervention programs that include oversight of CFS staff, a Contracts Analyst and Fiscal Management Analyst. In addition the liaison contributes and plans training and other support to our prevention program service providers.

*G.7 Fiscal Narrative*

San Mateo County expenditures are captured using the Integrated Financial Accounting System (IFAS). The CAPIT, CBCAP, and PSSF program allocations and the Children's Trust Fund reside with the CFS budget unit where appropriate expenditures of these programs are captured and monitored by a CFS Management Analyst. A quarterly County Expense Claim (CEC) is submitted to the State which includes the CAPIT allocation expenditures and the PSSF allocation expenditures. The CBCAP expenditures are within the CEC and are classified as extraneous costs as they are not claimed expenditures. CAPIT/CBCAP/PSSF funds are not used to supplant other State and local public funds and services.

Counties are directed to use PSSF funding for:

- Family Preservation – minimum allocation of 20% of funding for these services
- Family Support – minimum allocation of 20% of funding for these services
- Time-Limited Family Reunification – minimum allocation of 20% of funding for these services
- Adoption Promotion and Support – minimum allocation of 20% of funding for these services.

Time limited family reunification and adoption promotion and support services are not offered by any other entities in the County outside the Human Services Agency. Therefore, the minimum allocation amount for these services is used for Agency services that meet these definitions. Family preservation and family support services will be provided by community contractors. Current contracts include prevention and early intervention services for at risk children such as family counseling, promotion of meaningful parent leadership, increasing the strength and stability of families by enhancing parental capacity, child care, adolescent support groups, crisis intervention, and information and referral.

The CCAT Steering Committee and CCAT Coordinator are aware of the need to leverage additional funding whenever possible. Most recently, the CCAT Coordinator secured grant funding from the Lucille Packard Foundation to

assist in SIP-related CCAT efforts.

*G.8 Local Agencies Request for Proposal* A competitive Request for Proposal (RFP) process will be used to select and fund prevention programs according to San Mateo County's Contract Handbook. The RFP will be open to all community based organizations serving children and families and will be publicly announced and posted on the County website. It is expected that the RFP will be released in early 2013 and that new contracts will be in place for July 1, 2013 through June 30, 2018. Contracts will be re-evaluated after a 3-year period.

The RFP will seek an array of services for a continuum of care that is comprised of child abuse prevention and intervention and/or family support and stability programs.

Priority will be given to private, nonprofit agencies with programs that serve the needs of families and children at risk of abuse or neglect and that have a demonstrated background in providing effective child abuse prevention/intervention and/or family support and stability services. Language will be included in the RFP to indicate that funding must be used for services that will improve the lives of children and those children 14 years of age and under should make up or be included in the target population. Additionally, an emphasis is to provide services that shall be culturally and linguistically appropriate to the population served. Services to minority populations will be given priority. In San Mateo County the East Palo Alto community, which includes several minority populations, has traditionally been underserved. Efforts will be made to identify programs that will be located and will provide services in the East Palo Alto community. Efforts will also be made to secure services for the minority community located along the San Mateo County coast.

Agencies will have programs that are evidence- based, demonstrate broad-based community support, will not be duplicative of current services being provided, and will be supported by H.S.A.

HSA has routinely offered training and technical assistance to contractors and we will continue to do so. Training and information session will also be presented by private, nonprofit agencies at regularly scheduled CCAT meetings attended by our contractors.

The County will ensure that anyone who is awarded funds shall not have been suspended or debarred from participation in an affected program. All applicants selected by the RFP Review Panel will be screened prior to final selection.

Chosen agencies will have the capacity to transmit data electronically and will be required to provide program data and reports to the Human Services Agency, CFS. Data submission must be in a timely fashion to allow for program monitoring and evaluation.

- For CAPIT funding, priority for services will be given to children at high risk, including children who are being served by CFS for being abused and neglected and other children who are referred for services by legal, medical or social service agencies. Funded agencies will demonstrate a 10% cash or in-kind match for services provided, other than funding provided by CDSS.

**G.9 CBCAP Outcomes** CFS will be requiring selected programs to report on outcomes using a logic model and evaluation tool to measure short term, intermediate and long-term outcomes.

As with previous RFPs, there will be a logic model requirement and CFS will provide technical assistance on outcomes and logic models during our Applicant's Information Conference. Once the providers are selected, HSA will review the outcomes to ensure they truly reflect the impact of the programs.

Providers will be required to submit quarterly reports that will show providers' progress in meeting those outcomes. Ongoing technical assistance, as needed, will be provided to grantees to ensure that they meet the desired outcomes. The County's designated CCAT Liaison will monitor the CAPIT/CBCAP/PSSF contracts. This includes conducting site visits, collecting outcome data, evaluating whether outcomes are being met, reviewing progress reports and conducting annual reviews.

**G.10 Peer Review** All potential contractors are informed via the RFP and/or at the Applicants Conference that they will be required to do at least one presentation at a regularly scheduled CCAT meeting on the programs that are CAPIT/CBCAP/PSSF funded. This serves as a forum for contractors' peers to ask questions, make suggestions, and provide feedback regarding the programs.

CFS has had only one direct service provider receiving this funding. With regards to the CBCAP peer review, during one of these meetings the Peer Review process will be presented and the feasibility of engaging networkers in the peer review will occur.

**G.11 Service Array** With CAPIT/CBCAP/PSSF funding, HSA provides a myriad of child abuse prevention and intervention services to ensure the health and well-being of children and families. Prevention strategies designed to keep families from entering the child welfare system include:

- Improving parenting skills and capacities to reduce future risk of maltreatment and recurrence of maltreatment by ensuring the availability of evidence-based, culturally appropriate parenting and home visiting programs.
- Raising awareness about the child welfare population in San Mateo

County by conducting a collaborative effort to recruit mentors, cultural brokers, child advocates, foster/fost-adopt families, and community navigators.

- Improving information and outreach to partners and communities by providing community navigators in high need areas to help families, particularly isolated families, access services and explain eligibility requirements and application processes.
- Develop strengths-based and proactive interventions for families by ensuring that after care case management services are provided in-home or in the family's community to promote successful reunification and preserve family stability.
- Enhancement of parenting skills through varied modalities (i.e. experiential, modeling and coached experiences).

We will be seeking child abuse prevention and intervention programs that offer the following multitude of services:

- Providing public awareness and education regarding the prevention of child abuse and neglect
- Raising awareness of the risk factors for and indicators of child abuse, legal reporting requirements, and referral procedures.
- Improving family access to formal and informal resources
- Parent involvement programs to improve student learning and overall educational success.
- Child care services allowing birth parents, foster parents and adoptive parents to attend parenting classes, support groups and training to increase their ability to care for children who have been abused or neglected.
- Evidence-based parenting classes.
- Providing referrals for early health and development services
- Comprehensive support for parents and parent teens
- Promoting meaningful parent leadership training and provide opportunities for coached parent leadership activities
- Promoting the development of parenting skills
- Improving parenting skills and increasing relationship skills within the family in order to promote timely family reunification when children must be separated from their parents for their own safety
- Strengthening parental relationships and promoting healthy marriages
- Increase family stability through the use of parent mentor coaching model
- Services designed to help youth make a successful transition/re-entry into their homes and communities. Rehabilitation classes to incarcerated male and female youth designed to help youth reduce stress, regulate emotional states, identify legitimate needs underlying their negative behaviors and take responsibility for their actions.

G.12 Request for Proposals for 2013 – 2016 will be released in early 2013.  
CAPIT/CBCAP/ Therefore, Expenditure Summary worksheets have been completed for Year  
PSSF Services One based on the existing contracts which will expire 6/30/13. A revised set  
And of worksheets and corresponding program descriptions will be submitted  
Expenditure after the FY2013 – 2016 contractors have been selected or no later than June  
Summary 15, 2013.

Additionally, since our county's SIP covers the period of 3/6/13 through 3/5/18 and the new contracts will not begin until 7/1/13, we are attaching two workbooks. One workbook covers the period of 07/01/2012 through 6/30/13 (current contracts) and the second covers the period of 7/1/13 through 06/30/2018. Program Descriptions will be completed for all finalized contracts. Contracts will be re-evaluated after a 3-year period.

Please see the attached Expenditure Worksheets as well as additional supporting documents.

#### **H. Attachments**

- *CAPIT/CBCAP/PSSF Services and Expenditure Summary Worksheets #1*
- *CAPIT/CBCAP/PSSF Services and Expenditure Summary Worksheets #2*
- *CCAT Funded Program Descriptions (FY2012-2013)*
- *Program Descriptions for non-RFP Services*
- *Child Abuse Prevention Council (CCAT Membership)*
- *PSSF Collaborative (CCAT Steering Roster)*
- *Current Board of Supervisors resolution establishing a Child Abuse Prevention Council, and identifying the administration of the CCTF*
- *Board of Supervisors resolution approving the 2013-2018 SIP*
- *Notice of Intent letter*



CAPIT/CBCAP/PSSF Services and Expenditure Summary  
Proposed Expenditures  
Worksheet 1

(1) COUNTY: San Mateo		(2) PERIOD OF PLAN: 2/6/13 thru 06/30/2013		(3) YEAR: 1 of SIP 2013-2018		OTHER:										
(4) FUNDING ESTIMATES —		CAPIT:	CBCAP:	PSSF:	PSSF:	TOTAL										
Line No.	Title of Program / Practice	CAPIT	CBCAP	PSSF	PSSF	OTHER SOURCES	NAME OF OTHER									
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	H3
1	Family Support Services - Referral, counseling		Cabrillo Unified School District		12,648			\$0	\$72,101		72,101			10,251	AB2994	\$95,000
2	Supportive Services for children in housing program		Community Overcoming Relationship Abuse (CORA)		30,541	29,459		\$29,459	\$0							\$60,000
4	Prevention Programming for families with young children aged pre-natal to 5 years old at risk of child abuse or neglect		Daly City Peninsula Partnership Collaborative - Our Second Home Program		21,000			\$0	\$0					19,000	KP (8,767), AB2994 (10,233)	\$40,000
	Cooperative Model (Parent Participation/Leadership) Pre-School Program		Family Connections													
5					64,000			\$0	\$0							\$64,000
6	Mentoring Program for At-risk Youth		Friends For Youth		20,000			\$0	\$0							\$20,000
7	Parent Involvement Program		Peninsula Conflict Resolution Center (PCRC)		34,296			\$0	\$0					15,704	KP (7,145), AB2994 (8,559)	\$50,000
9	Family support and family preservation services		Puerto de la Costa Sur		18,400			\$0	\$76,600	76,600						\$95,000
10	Family Support Services		Redwood City School District						\$35,412	5,883	29,529			39,588	KP (10,681), AB2994 (28,907)	\$75,000
11	Pacific Islander Outreach and Parenting Project		Service Provider TBD											25,000	AB2994	\$25,000
12	Adoptions		in-house, SM staff					\$0	\$68,985				68,985			\$68,985
13	Family Reunification		in-house, SM staff					\$0	\$65,587				65,587			\$65,587
14	CCAT-Admin							\$3,273	\$9,250		9,250			13,728	AB2994	\$26,251
Totals					\$200,885	\$29,459	\$0	\$3,273	\$327,935	\$82,483	\$110,880	\$65,587	\$68,985	\$123,271	\$0	\$684,823

(1) COUNTY: San Mateo

(2) YEAR: 1

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity													Other Direct Service Activity (Provide Title)	Goal
			D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	
A	B	C														E	F
1	Cabrillo Unified School District -Referrals & Counseling	Continue Family Support Services - Mental Health Services; 2012 CSA p. 56	X													X	Families Are Strong and Connected
2	CORA - Supportive Services for children in housing program	Continue Respite, parent education and support for parents and children impacted by domestic violence who are now in housing program, 2012 CSA p. 127		X			X									X	Families Are Strong and Connected
4	Daly City Peninsula Partnership Collaborative - Prevention Programming for families at risk of child abuse or neglect	Continue parent education workshops, 2012 CSA p. 127		X												X	Families Are Strong and Connected
5	Family Connections - Cooperative Model Pre-School Program	Continue day care, parent education and support 2012 CSA p. 127		X				X								X	Families Are Strong and Connected
6	Friends for Youth - Mentoring Program for At-risk Youth	Continue Mentors, 2012 CSA p. 127														X	Families Are Strong and Connected
7	PCRC - Parent Involvement Program	Continue Parent Education and Support, 2012 CSA p. 127		X												X	Families Are Strong and Connected
9	Puente de la Costa Sur - Family support and family preservation services	Continue parent education and support, 2012 CSA p. 128	X		X											X	Families Are Strong and Connected

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
CBCAP Programs, Activities and Goals  
Worksheet 3

SIP Process Guide (Version 7.0)  
Appendix E

(1) COUNTY: San Mateo (2) YEAR: 1

Line No.	Title of Program/Practice	Unmet Need	CBCAP Direct Service Activity	Other Direct Service Activity (Provide Title)	Logic Model Exists	Logic Model Will be Developed	EBP / EIP (Identify Level)	County has documentation on file to support Level selected	Goal											
A	B	C	D	E1	E2	E3	E4	E5	E6	E7	F	G1	G2	H1	H2	H3	H4	H5	I	J
2	CORA - Supportive Services for children in housing program	Continue Respite, parent education and support for parents and children impacted by domestic violence who are now in housing program, 2012 CSA p. 127	X									X			X				X	Identified Families Access Services and Supports

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
PSSF Program, Activities and Goals  
Worksheet 4

(1) COUNTY: San Mateo (2) YEAR: 1

Line No.	Title of Program/Practice	Unmet Need	PSSF Family Preservation							PSSF Family Support Services (Community Based)							Time Limited Family Reunification Services							Adoption Promotion and Support Services					Other Direct Service Activity (Provide Title)	Goals		
A	B	C	D1	D2	D3	D4	D5	D6	D7	E1	E2	E3	E4	E5	E6	E7	E8	F1	F2	F3	F4	F5	F6	F7	G1	G2	G3	G4	G5	H	I	
1	Cabrillo Unified School District - Family Support Services Referral & Counseling	Continue Information and Referral & Mental Health Services, 2012 CSA pg 56 & 126														X	X													Assessment, individual, group and family counseling	Families Are Strong and Connected	
9	Puente de La Costa Sur - family support and family preservation services	Continue parent education and support, 2012 CSA p 128					X																							Individual or family mental health counseling, support group for adolescents, child abuse awareness, crisis intervention for school personnel	Families Are Strong and Connected	
10	Redwood City School District - family support services	Continue parent education and support, 2012 CSA p 128						X		X	X						X													Child and family counseling, crisis intervention, support group for children, and basic needs support	Families Are Strong and Connected	
12	Adoptions Support Services	Continue Adoption Education and Support Group meetings, CSA p 33																							X							Families Are Strong and Connected
13	Family Reunification Support Services	Continue transport the children and families to and from multiple appointments for services such as mental health counseling/treatment and substance abuse testing and treatment, CSA p 73																					X								Identified Families Access Services and Supports	

## Worksheet 2

1 of 1

(1) COUNTY: San Mateo

(2) YEAR: 1-3

DRAFT

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity														Other Direct Service Activity (Provide Title)	Goal
			D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14		
A		C														E	F	
1	Prevention Programming for families with young children aged pre-natal to 5 years old at risk of child abuse or neglect	Access to information and referral, Parent Education, child care services, CSA pg. 56 & 126	X					X								X	Information and referral; parent leadership	Families Are Strong and Connected
2	Supportive Services for parents and children of Domestic Violence	Access to Counseling/Mental Health Services - especially isolated families, CSA pg. 56	X													X	Assessment, information and referral	Families Are Strong and Connected
3	Parent Partnership/ Mentoring Program	Parent/consumer leadership; hands-on coached parenting skill development and advocacy, CSA pg 127		X												X	Parent Mentors	Families Are Strong and Connected
4	Family Preservation Services - Access to services/mental health services; parenting skill development	Access to services, parent education, CSA pg. 127-128	X													X	Adolesent support groups	Families Are Strong and Connected

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
CBCAP Programs, Activities and Goals  
Worksheet 3

(1) COUNTY: San Mateo

(2) YEAR: 1-3

DRAFT

Line No.	Title of Program/Practice	Unmet Need	Public Awareness, Brief Information or Information Referral	Service Activity							Other Direct Service Activity (Provide Title)	Logic Model Exists	Logic Model Will be Developed	(Identify Level)						County has documentation on file to support	Goal
				E1	E2	E3	E4	E5	E6	E7		G1	G2	H1	H2	H3	H4	H5	I	J	
1	Supportive Services for parents and children of Domestic Violence	Respite, parent education and support for parents and children impacted by domestic violence, CSA pg 127	X		X	X	X			X		X								Children and Youth Are Nurtured, Safe and Engaged	

1  
2  
3  
4  
5

Line No.	Title of Program/Practice	Unmet Need	PSSF Family Preservation	PSSF Family Support Services (Community Based)	Time Limited Family Reunification Services	Adoption Promotion and Support Services	Other Direct Service Activity (Provide Title)	Goals
A	B	C	D1	E1	F1	G1	H	I
5	Family Support Services - Access, referrals and assistance with accessing support services; early health and development - especially for families on the Coast and North County (Redwood City, E. Palo Alto areas)	Access to information and referral to community support services; counseling	D2	E2	F2	G2	Counseling	Families Are Strong and Connected
4	Family Preservation Services - Access to services/mental health services; parenting skill development	Parent education and skill development; adolescent support	D3	E3	F3	G3	Inf Family counseling, support for adolescents; crisis intervention for	Families Are Strong and Connected
7	Adoptions Support - Parent Support	Adoption Education and Support Group meetings	D4	E4	F4	G4	Child care	Families Are Strong and Connected
8	Family Reunification Services - Transportation	Transportation services for FR clients for court, visitation, therapy, and other services	D5	E5	F5	G5		Families Are Strong and Connected
			D6	E6	F6	G6		
			D7	E7	F7	G7		
			D8	E8	F8	G8		
			D9	E9	F9	G9		
			D10	E10	F10	G10		
			D11	E11	F11	G11		
			D12	E12	F12	G12		
			D13	E13	F13	G13		
			D14	E14	F14	G14		
			D15	E15	F15	G15		
			D16	E16	F16	G16		
			D17	E17	F17	G17		
			D18	E18	F18	G18		
			D19	E19	F19	G19		
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			D98	E98	F98	G98		
			D99	E99	F99	G99		
			D100	E100	F100	G100		



## ***CCAT Grantees for FY 2012-13***

### **Cabrillo Unified School District (CUSD) - \$95,000.**

CUSD will provide intake, assessment, referral, individual, group and family counseling to school age (five to thirteen year old) children and families who are struggling or are in crisis and are not able to access or do not qualify for any other counseling services. The goal of this service is to improve family members' functioning in the family, community and school and to develop positive parenting child rearing competency. *Social & Emotional Competence of Children*

#### **CAPIT & PSSF Family Support Service Activities:**

- Family Counseling
- Information and Referral

### **Community Overcoming Relationship Abuse (CORA) - \$60,000.**

CORA will provide supportive services for children and their parents in CORA's housing program in order to decrease the likelihood of child abuse and increase stability among families impacted by domestic violence. Children who are victims of domestic violence also experience an increased risk of child abuse from the batterer and child neglect from the non-offending parent. CORA will be providing supportive housing services to the children and parents who reside in their shelter housing program (where residents can reside for up to 8 weeks) and the transitional housing program (where residents can reside up to 2 years). Children will be provided with intake assessments that evaluate their physical and emotional development and age-appropriate safety planning activities. Parents will be provided with intake assessments, referrals to community resources that will promote child development and family stability as well as parent education that will increase positive parenting skills. *Concrete Support for Parents, social & emotional competence of children, knowledge of parenting*

#### **CBCAP & CAPIT Service Activities:**

- Parent Education and Support
- Respite Care
- Child Development Assessment
- Information and Referral
- Family Support

### **Daly City Peninsula Partnership Collaborative – Our Second Home Program - \$40,000.**

Daly City Peninsula Partnership Collaborative will provide preventive child abuse supportive services including referrals, parent education, and family support to the Northern San Mateo County families and caregivers with young children aged pre-natal through five years old. Daly City Peninsula Partnership Collaborative – Our Second Home will also partner with local community based organization(s) as a means of providing outreach and direct services to the Filipino community. *Nurturing and Attachment, Knowledge of parenting, social connections, parental resilience*

#### **CAPIT Service Activities:**

- Parent Education and Support
- Information and Referral

**Family Connections, Cooperative Model Program - \$64,000.**

Family Connections will provide a parent participation preschool and parent education/leadership development program for low-income families with children 0-5 years old in East Palo Alto, Eastern Menlo Park, and North Fair Oaks Redwood City. Parents will learn positive parenting skills and their children will develop the skills necessary to succeed in Kindergarten and beyond. 100% of mothers attending the program will be screened for maternal depression and will receive appropriate referrals as well as in-house parent support groups. 100% of children will be assessed for developmental delays and will receive appropriate referral. Father Involvement is another key component. 1:1 and family counseling is provided at no cost through partnering counseling agency. *Nurturing and attachment, knowledge of parenting, parental resilience, social connections, concrete support for parents, social and emotional competence of children*

**CAPIT Service Activities:**

- Parent Education and Support
- Day Care
- Parent Leadership
- Child Development Assessment

**Friends for Youth - \$20,000.**

Friends for Youth will provide a highly effective, evidence-based mentoring services program for at-risk children and youth before they are abused and/or neglected. Friends for Youth will match children and youth with carefully screened adult volunteers for one-to-one mentoring relationships 3 hours every week for at least one year. Each month, 2-3 group activities will be offered. Activities are designed to assist children and youth in their personal development motivating them to succeed. *Social and emotional competence of children, social connections*

**CAPIT Service Activities:**

- Youth Mentoring

**Peninsula Conflict Resolution Center - \$50,000.**

Peninsula Conflict Resolution Center will build positive relationships with parents, assist with skill building and parent education, promote participation in decision-making processes and work with schools to provide an environment that is welcoming for parents and families. PCRC will also provide supportive services for the Parent Involvement Leadership Facilitators at five schools in San Mateo County. PCRC will also extend their parent involvement services to schools in the cities of San Mateo and San Bruno, with a specific emphasis on outreach to the Pacific Islander community. PCRC will also continue to provide parent engagement and involvement services in the Pescadero Community. *Parental resilience, concrete support for parents*

**CAPIT Service Activities**

- Parent Education and Support

**Puente de la Costa Sur - \$95,000.**

Puente de la Costa Sur will provide culturally-sensitive child abuse prevention and intervention services to the unincorporated areas of Pescadero, La Honda, San Gregorio and Loma Mar. Puente de la Costa Sur will provide support for the Parents Involvement Program at five schools located in San Mateo County.

Services will include: **parent education**, coordination of presentations in English and Spanish to raise awareness of the risk factors for and indicators of child abuse, legal reporting requirements, referral procedures, one-on-one or **family counseling**, support groups for adolescents and crisis intervention for students, teachers and principals. *Parental resilience, social connections, concrete support for parents*

**CAPIT & PSSF Family Preservation Service Activities:**

- Family Counseling
- Home Visiting
- Parent Education and Support
- Support groups for adolescents
- Crisis intervention for school personnel
- Child Abuse Awareness

**Redwood City School District - \$75,000.**

Redwood City School District will provide an array of comprehensive and integrated family support services to effectively support families' needs, promote the safety and well-being of children, and stability of families. Services will be provided at the following schools which are located primarily at the Family Resource Centers: Fair Oaks Elementary School, Hoover Elementary School, Taft Elementary School, John F. Kennedy Middle School as well as Garfield Elementary School. Services will include family centered case management, crisis intervention, child and family counseling, parenting education, adult education, prevention/intervention support groups for children, school readiness home visiting, basic needs assistance, health insurance enrollment/retention, intakes for county welfare benefits as well as information and referral. *Parental resilience, knowledge of parenting, concrete support for parents*

**PSSF Family Preservation & Family Support Service Activities:**

- Case management services
- Home visits
- Drop-in Center
- Parent education
- Information and referral
- Child and family counseling
- Crisis intervention
- Support groups for children
- Basic needs support

County: San Mateo  
Date Approved by OCAP:

**CAPIT/CBCAP/PSSF**  
**Program and Evaluation Description (Template)**

<b>Program Description</b>	<b>Program Name</b>	Adoption Education and Support
	<b>Service Provider</b>	Human Services Agency – Adoptions Unit
	<b>Program Description</b>	<p>The Adoptions Unit provides a variety of services including arranging foster/adopt placements, administering the Adoption Assistance Program and providing post adoption services.</p> <p>PSSF Adoption Promotion and Support Funds are used to conduct Adoption Education Group Meetings. Meetings are scheduled during evening hours to make it possible for working parents to attend and child care is available. A variety of presentation and discussion topics are included that assist foster parents and post adoptions parents in dealing with the</p>
	<b>OCAP Funding Source(s)</b>	PSSF Adoption Funds are used to support this program.
	<b>Identified Priority Need Outlined in CSA</b>	<p>This program meets the CSA-identified need to provide services in the community to preserve family stability.</p> <p>CSA adoption services are mandated and HSA's adoption services meet the PSSF criteria of adoption promotion and support. No community agencies providing these services applied for PSSF funding.</p>
	<b>Target Population</b>	Foster parents, and parents of adopted youth
	<b>Target Geographic Area</b>	San Mateo County
	<b>Timeline</b>	This program is funded for Fiscal Year 2012-2013 under the 3-year 2009 SIP and will continue into the 5-year SIP plan from 2013-2018.

valuation	Program Outcome(s)	<p>The are the program outcomes we strive to achieve with our participants:</p> <ul style="list-style-type: none"> <li>• Foster parents and parents of adopted youth will attend sessions as needed and will receive information and referrals for services.</li> <li>• Participants will report an increase in the level of information they have regarding adoptions</li> <li>• Participants will report an increase in the level of support they receive that contribute to the success of adoption</li> <li>• Increased adoption placement stability</li> <li>• Permanency</li> </ul> <p>AB636 Performance Outcomes Composite 2 Timeliness to Adoption is one means of measuring the effectiveness of CFS' Adoption Program with outcome measures C2.1 - C2.5 measuring length of time to adoption.</p>
	Quality Assurance (QA) Methods/Tracking Tools	<p>The CCAT Program Manager and staff will attend a group session and will schedule at least 1x a year a review of the programs policies and procedures, training materials, data collection methods, participant records, review reports, review and discuss outcome results and trends.</p> <p>Adoptions staff will collect information from participants through a survey that will include both qualitative and quantitative data. This information will be compiled by a Human Services Analyst and reported back to the Adoptions Unit.</p> <p>Adoptions staff will be provided with a report template for reporting demographic and service activity. Completed reports are returned to the Human Service Analyst who will maintain the record and ultimately include in the State Annual Report.</p>
	Client Satisfaction	<p>Participants will be asked to complete a survey of their experience with the Workgroup. Additionally they are encouraged to provide feedback during post-adoption support group meetings.</p>

04//2013

**CAPIT/CBCAP/PSSF**  
**Program and Evaluation Description (Template)**

<b>Program Description</b>	<b>Program Name</b>	Family Reunification - Transportation Services
	<b>Service Provider</b>	Human Services Agency Children and Family Services (CFS) – Family Reunification (FR)
	<b>Program Description</b>	<p>The goal of the CFS FR Program is to help reunify families whose children have been placed in out of home care with a court-approved goal of reunification. FR Social Workers work with families to identify obstacles to reunification develop appropriate case plans and assist families in accessing services that will help them overcome these obstacles.</p> <p>Currently, PSSF-TLFR are used to allow a SW to provide transportation to a primarily Spanish speaking caseload, where parents are largely undocumented and who find it difficult to trust the various systems they must engage with in order to reunify. This dedicated worker, with knowledge of the specific services needed by families regardless of their legal status, provides parents with support and in turn, gains the trust of families which increases engagement and accessing services.</p> <p>Services include transporting the youth and parents to various activities, including court proceedings, therapy and visitation appointments as well as teaching the youth and parents how to utilize the transportation system which helps to promote self sufficiency and inter-dependence, thereby reducing the need for support from CFS.</p>
	<b>OCAP Funding Source(s)</b>	This program is funded by PSSF-TLFR funding as well as Children and Family Services Title IV-E funding
	<b>Identified Priority Need Outlined in CSA</b>	<p>(Page 161). Challenge: There is a lack of enough bilingual and bicultural social workers and service providers.</p> <p>(Page 162) Resource needs: Transportation for parents to get to services and visits.</p>
	<b>Target Population</b>	Primarily Spanish speaking, abused and neglected children and their parents who are receiving reunification services. Parents who are undocumented.
	<b>Target Geographic Area</b>	San Mateo County and counties where family members live.
	<b>Timeline</b>	This program is funded for Fiscal Year 2012-2013 under the current SIP and will continue in the 5-year SIP plan from 2013-2018.

Evaluation	<b>Program Outcome(s)</b>	<ul style="list-style-type: none"><li>• Engagement (# transportation services provided by service: Visitation; Court; Therapy)</li><li>• Parents are more engaged in services and will report an increase in participation in court proceedings, allowing them to make better, informed decisions and adhere to case plans.</li><li>• Parents will report feeling supported and are more trusting of the Social Worker and the Child Welfare System.</li></ul> <p>These activities have a direct impact on reunification efforts.</p> <p>CFSR-Outcome Effected</p> <p>AB636 Performance Outcomes Composite 1 is one means of measuring the effectiveness of CFS' FR Program with outcome measures C1.1 through C1.4 measuring timeliness of reunification and rate of re-entry following reunification.</p>
	<b>Quality Assurance (QA) Methods/Tracking Tools</b>	<p>A parent/participant survey will be requested upon completion of service.</p> <p>CWS/CMS Data = Information on services provided is entered into the CWS/CMS database and can be extracted for reporting purposes.</p>
	<b>Client Satisfaction</b>	<p>Participants will be asked to complete a survey of their experience with the service.</p> <p>The County Customer Satisfaction Survey is another one way in which participants can communicate their satisfaction level with service received. These surveys are collected by the Agency' Performance Quality Management Unit for analysis and reporting.</p>



## CCAT (CAPC) Member Organizations

### Organization

IHSD  
4Cs  
San Mateo County Behavioral Health and Recovery Services (BHRS)  
Cabrillo Unified School District  
California Youth Connection  
CASA of San Mateo County  
CCS  
Child Protective Services  
Community Information Program of the Peninsula Library System  
Community Members  
Citizen Review Panel Member  
CORA  
San Mateo County Health System  
Cunha Community School  
Daly City Parks & Recreation  
Daly City Peninsula Partnership Collaborative  
Each One Reach One  
Early Head Start - IHSD  
Edgewood Center for Children & Families  
El Centro de Libertad  
Family & Children Services/Juvenile Justice Commission  
Family Connections  
Family Health Services  
Fatherhood Collaborative  
First 5 San Mateo County  
FLY  
Friends For Youth  
Fun Innovative Tactics for Healthy Kids  
GGRC  
Jeremiah's Promise  
Juvenile Delinquency Mediation Program  
Juvenile Justice & Delinquency Prevention Commission  
Media Wise Choices  
Mental Health Association of SMC  
Mid-Pen Outpatient Behavioral Health  
Mind Body Awareness Project  
Nancy Goodban Consulting  
New Creation Home Ministries  
Office of Supervisor Groom  
Office of Supervisor Horsley  
Office of Supervisor Pine  
Parent Representative  
Partners for Safe & Healthy Children  
Peninsula Conflict Resolution Center  
Prenatal to Three Initiative  
Probation Dept.  
Puente Resource Center  
Pyramid Resource Center  
Redwood City School District



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# Organization

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San Mateo County AIDS Program  
San Mateo County Health System  
San Mateo County Library  
San Mateo County Office of Education  
Second Harvest Food Bank  
Shelter Network  
SM County Health Department  
SMC Family Health MCAH programs  
SMC Youth Commission/Star Vista  
Star Vista  
The Art of Yoga Project

**CCAT Oversight Committee**

PSSF Collaborative and County Children's Trust Fund

<b><u>Member Name</u></b>	<b><u>Affiliation</u></b>	<b><u>Current Status</u></b>
Dave Pine/Randy Torrijos	Board of Supervisors	Active
Jenell Thompson	Human Services Agency	Active
Vanessa Fabian	Health Department Pre-3	Active
Kerry Lobel	Puente de la Costa Sur	Active
Dr. Ben Loewy	County Office of Ed	Active
Bernadette Plotnikoff	Community Member	Active
Sandra Portasio	Redwood City School District	Active
Cindy Famero	Parent Representative	Active
Renee Zimmerman	CCAT Coordinator	Active

**RESOLUTION NO. \_\_\_\_\_****BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA**

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**RESOLUTION AUTHORIZING THE PRESIDENT OF THE BOARD TO (1) EXECUTE THE SYSTEM IMPROVEMENT PLAN (SIP); (2) DESIGNATE CHILDREN'S COLLABORATIVE ACTION TEAM (CCAT) AS THE COUNTY'S CHILDREN'S TRUST FUND COMMISSION AND CHILD ABUSE PREVENTION COORDINATING COUNCIL; AND, (3) DESIGNATE THE CCAT STEERING COMMITTEE AS THE PROMOTING SAFE AND STABLE FAMILIES (PSSF) COLLABORATIVE FOR**

**FY 2010-11 THROUGH 2012-13**

**RESOLVED**, by the Board of Supervisors of the County of San Mateo, State of California, that

**WHEREAS**, the implementation of California State Assembly Bill 636 in January 2004, brought forth a new Child Welfare Services Outcome and Accountability System for California, known as the California Child and Family Services Review (C-CFSR), which is overseen by the California Department of Social Services (CDSS) and Office of Child Abuse Prevention (OCAP); and

**WHEREAS**, the System Improvement Plan, an operational Agreement between the County and State on how the County will work toward improving outcomes for children, youth and families, as well as an analysis of child welfare data as it relates to performance outcomes, completed in collaboration with Juvenile Probation is a mandatory component of the C-CFSR that requires each County's Board of Supervisors' approval prior to submission to OCAP; and

**WHEREAS**, the County has the responsibility to designate a community entity as the County's Children's Trust Fund Commission, Child Abuse Prevention Coordinating Council, and CCAT Steering Committee as the PSSF Collaborative; and

**WHEREAS**, this Board determines it is in the best interest of the County to approve the SIP so as to remain in compliance with the CDSS comprehensive outcome and accountability process, as articulated in the C-CFSR; and

**WHEREAS**, this Board determines it is in the best interest of the County to designate CCAT as the County's Children's Trust Fund Commission, Child Abuse Prevention Coordinating Council and the CCAT Steering Committee as the County's PSSF Collaborative.

**NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED** that the President of this Board of Supervisors is hereby authorized to (1) execute the System Improvement Plan (SIP) on behalf of the County of San Mateo, and the clerk of this Board shall attest the President's signature thereto; (2) designate Children's Collaborative Action Team (CCAT) as the County's Children's Trust Fund Commission and Child Abuse Prevention Coordinating Council; and, (3) designate the CCAT Steering Committee as the Promoting Safe and Stable Families (PSSF) Collaborative for FY 2010-11 through FY 2012-13.

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